



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE CONTRIBUTION OF EMPLOYEES' COMMITMENT TO
ORGANIZATIONAL PRODUCTIVITY IN YOTTA SOFTWARE LAB PLC**

By

Amanuel Birhanu Lemma

JULY, 2023, G.C.

ADDIS ABABA, ETHIOPIA.

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
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ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
SCHOOL OF BUSINESS

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APPROVED BY THE BOARD OF EXAMINERS

_____	_____	_____
Dean, School of Business	Signature	Date
<u>Shoa Jemal (Asst. Professor)</u>	_____	_____
Advisor	Signature	Date
_____	_____	_____
External Examiner	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Asst. Professor Shoa Jemal. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted in part or in full to any other higher learning institutions to earn any degree.

Name of Candidate

Signature

Date

Mr. Amanuel Birhanu Lemma

_____.

St. Mary's University, Addis Ababa.

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Shoa Jemal (Asst. Professor)

Advisor

Signature

Date

St. Mary's University, Addis Ababa.

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LIST OF ACRONYMS

A	Affective
ANOVA	Analysis of variance
DV	Dependent Variable
IBM	International Business Machines
IV	Independent Variable
LS	Leadership Style
MV	Moderator Variable
N	Normative
OP	Organizational Productivity
OS	Organizational Structure
P-P	Probability- Probability Plot
PLC	Private Limited Company
S	Salary
SPSS	Statistical package for social science
STD.DEV	Standard deviation
TR	Training
VIF	Variable Inflation Factor
WE	Working Environment

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ABSTRACT

The purpose of this study was to investigate the Effect of employee commitment on organizational productivity at Yotta Software Development Lab. Target population is the employee of yotta lab software development Lab. A sample of 104 employees from ten departments in the organization participated and using random sampling technique in the study. Standardized questionnaires were distributed to the participants, and the collected data was processed and analyzed using SPSS. Correlation, regression analyses and Mediation Analysis were conducted to determine the relationships between variables, including the influence of employee commitment models on organizational productivity. The findings of the study emphasize the importance of cultivating employee commitment and provide practical insights for organizational leaders and managers to enhance commitment levels. The regression analysis revealed that employees' commitment factors and models significantly influenced the productivity of Yotta Software Development Lab. To enhance commitment levels within the organization, recommendations were made, including designing an appropriate leadership style, optimizing the organizational structure, improving the working environment, and establishing a sustainable and conducive climate for regular work.

Keywords: *employee commitment, organizational productivity*

CHAPTER ONE

INTRODUCTION

1.1. Background of study

In today's fiercely competitive business landscape, organizations grapple with the perpetual challenge of heightened competition. With each passing year, the level of competition steadily increases, necessitating a relentless pursuit of enhanced organizational productivity. To survive and thrive, organizations must continually strive for improvement, seeking innovative strategies, efficient processes, and effective utilization of resources to stay ahead in the market. The relentless pursuit of productivity optimization becomes imperative to achieve sustainable growth, maintain a competitive edge, and meet the evolving demands of customers and stakeholders (Meyer, 2019).

Commitment is highly valued by organizations as it reduces disengagement and withdrawal behaviors. Employees are crucial to a company's success, and organizations prioritize fostering commitment to minimize disruptions and ensure productivity and stability. Recognizing employees' significance, promoting commitment is key to long-term business success. They are the ones who work hard and put in long hours to make sure that the company is running smoothly. However, employees also have their own lives outside of work and need time off. This can sometimes cause problems for companies because they want their employees to be dedicated but at the same time, they do not want them to neglect their personal lives or lose motivation at work.

Commitment, as a fundamental driving force, plays a pivotal role in shaping employees' performance, ultimately determining the competitiveness and productivity of an organization. Recognizing this crucial link, organizations of all forms and sizes have relentlessly pursued strategies to motivate and inspire their workforce, understanding that employee commitment is instrumental in achieving organizational goals (Kalogiannidis, 2021). By fostering a culture of dedication and engagement, organizations seek to harness the untapped potential of their employees, unleashing their talents and propelling them towards excellence. This pursuit of commitment is not merely a superficial endeavor; it delves deeper into the core of employee motivation, job satisfaction, and organizational loyalty.

Employees are the backbone of any organization. Without employees, an organization would not be able to sustain itself. The employees are the ones who work hard and contribute a lot to the growth and development of an organization. They are also responsible for motivating other people to join the company and take up various responsibilities assigned by their employers.

Employee commitment is a fundamental condition in which employees demonstrate their willingness to fulfil their job responsibilities and adhere to the established rules within an organization. This commitment is typically established at the onset of employment, as employees enter work contracts that outline their assigned tasks, salary, benefits, and other pertinent details. By willingly signing these contracts, employees demonstrate their commitment to the organization and its leaders (Angelliza, 2022). This commitment goes beyond mere compliance; it signifies a dedication to contributing their skills, time, and effort to the success of the company. It implies a sense of loyalty, trust, and a willingness to go the extra mile to achieve organizational objectives. A committed employee not only fulfils their assigned duties but also displays a strong work ethic, proactively seeks opportunities for growth and development, and exhibits a positive attitude that positively impacts the work environment. Therefore, fostering employee commitment is crucial for organizations to establish a cohesive and motivated workforce.

Employee commitment plays a crucial role in determining the productivity of an organization. When employees are highly committed, they are more likely to invest greater effort, engage actively, and exhibit loyalty towards their organization. This, in turn, leads to improved performance and increased productivity levels. However, considering the dynamic nature of today's business environment, it is essential to explore the various factors that influence employee commitment and understand how they impact organizational productivity. It is important to examine individual characteristics such as job satisfaction, organizational support, and leadership style to gain a comprehensive understanding of the intricate relationship between employee commitment and organizational productivity (Smith, 2023).

Employee commitment during the recent period has been influenced by various factors such as organizational culture, leadership style, career development opportunities, and work-life balance. In this period, organizations that have successfully fostered employee commitment have experienced higher levels of performance and employee satisfaction. This highlights the significance of creating a supportive work environment, providing meaningful recognition, and

offering opportunities for growth and development to enhance employee commitment (Smith, 2022).

Employee commitment plays a crucial role in the success and growth of organizations. It refers to the extent to which employees feel dedicated and engaged with their work and the organization. Recent studies have highlighted the importance of employee commitment in driving positive outcomes, such as increased job performance, reduced turnover intentions, and improved organizational citizenship behaviors (Allen, 2019; Meyer, 2019).

Organizational productivity, on the other hand, refers to the efficiency and effectiveness with which an organization utilizes its resources to achieve desired outcomes. It is a measure of how well an organization achieves its goals and objectives while making the most of available resources, such as time, money, and human capital. Employee commitment plays a critical role in driving organizational productivity by enhancing employee performance and job satisfaction (Khan, 2021). Committed employees tend to have higher levels of motivation, productivity, and job involvement, which directly contribute to improved organizational performance.

There has been well-established research on how Employee commitment is related to organizational productivity (Kalogiannidis, 2021). Organizations strive to foster employee commitment through effective leadership, meaningful work, and supportive environments. By igniting passion and ownership, commitment drives employee performance, productivity, and long-term success. To adapt to changing landscapes, organizations must prioritize individual needs and market demands, ensuring an engaged and empowered workforce dedicated to achieving organizational goals. The research will focus on the effects of Employee Commitment on employees' productivity of the organization in the Yotta Software Lab PLC.

Yotta Lab Software Development PLC is a leading software development company in Ethiopia that is committed to delivering high-quality, customized software solutions to businesses in various sectors. Yotta Lab Software Development's portfolio includes a range of software solutions, including mobile applications, web applications, enterprise software, and more. The company has worked with diverse clients, from startups to established enterprises, and has earned a reputation for being a reliable and trusted partner in software development. Yotta Lab Software Development PLC is a software development company headquartered in Addis Ababa, Ethiopia. The company was founded in 2018 by a group of experienced software engineers to provide high-

quality software development services to clients in Ethiopia and beyond. Since its inception, Yotta Lab has grown to become one of Ethiopia's leading software development companies, with a strong focus on delivering innovative and reliable software solutions to its clients.

Yotta Lab specializes in developing custom software solutions for businesses of all sizes and across various industries. The company has expertise in a wide range of technologies and programming languages, including Java, Python, PHP, JavaScript, and C++, among others. Yotta Lab has a team of highly skilled software developers, project managers, and quality assurance professionals who work together to ensure that each project is delivered on time, within budget, and to the highest standards. And Yotta Lab offers consulting services to help businesses optimize their technology infrastructure and improve their software development processes. The company provides expert advice on software architecture, project management, software testing, and quality assurance, among other areas. Yotta Lab's consulting services are designed to help businesses streamline their software development processes and improve the overall quality of their software solutions.

1.2. Statement of the Problem

Employee commitment within organizations, leading to concerns about its impact on overall productivity. Despite efforts to enhance employee commitment through various initiatives such as training programs, flexible work arrangements, and recognition programs, organizations are still grappling with low commitment levels. This raises the need to explore the underlying factors contributing to this decline and identify potential strategies to increase employee commitment. Additionally, the potential link between employee commitment and organizational productivity remains underexplored. Understanding how employee commitment influences productivity and identifying effective interventions to foster commitment has significant implications for organizational success and productivity (Johnson, 2023).

Several factors contribute to negative work attitudes, including low remuneration, an inhospitable work environment, inadequate leadership, a faulty organizational structure, and insufficient employee training. To address these issues and enhance productivity, Organizations aims to engage in knowledge-based activities. By doing so, the organization intends to foster a workforce of committed employees who are highly motivated, possess strong morale, and demonstrate increased efficiency and effectiveness (Smith, 2022).

Therefore, the present study aims to evaluate the impact of employee commitment on organizational productivity at Yotta Software Lab PLC. The research seeks to analyze the strong influence of employee commitment on organizational productivity and identify strategies that enhance employee dedication levels. By understanding the importance of employee commitment and implementing effective strategies, the organization can cultivate a highly motivated, productive, and satisfied workforce. This study would contribute to the existing literature by providing empirical evidence on the relationship between employee commitment and organizational productivity, specifically in the context of Yotta Software Lab PLC.

1.3. Research Questions

As a result, this study will be carried out by evaluating the issues linked with specific objectives. The study is specifically designed to answer the following fundamental questions.

1. How does employee commitment have any impact on the productivity of the organization in Yotta Software Lab PLC?
2. What are the factors that influence employees to be committed?
3. What is the role of employee commitment in good organizational Productivity?
4. What are the challenges faced by committed employees?

1.4. Objectives of the study

1.4.1. General objective

This study's major objective is to investigate the contribution of employees' commitment to organizational productivity within Yotta Software Lab PLC.

1.4.2. Specific Objectives

In line with the major objective, the study is intended to address the following Four specific objectives:

- Examine how employee commitment affects an organization's productivity.
- Determine the elements that affect an employee's commitment.
- Analyze the relationship between employee commitment and organizational productivity.
- Examine the challenges that committed employees' encounter.

1.5. Significance of the Study

This study has significant implications for both academia and organizations. It aims to contribute to existing knowledge by exploring the relationship between employee commitment and productivity. The findings enhance our understanding of how commitment influences productivity within organizations. This research also assist organizations in identifying areas of improvement and developing strategies to increase employee commitment. The study's insights and recommendations serve as valuable references for academics and practitioners alike, providing them with reliable information and actionable steps to enhance employee commitment and productivity in their organizations.

1.6. Scope of the Study

Geographically, the study was delimited to encompass the Yotta Software Lab's main office located in the city of Addis Ababa. Thematically, its primary focus was on examining the impact of employee commitment on organizational productivity. Consequently, the unit of analysis was defined at the employee level, with employees' commitment serving as the dependent variable for the study. In terms of the timeframe, the study was designed to cover the fiscal year that had transpired. Methodologically, a mixed methods research approach was employed, combining a cross-sectional employee survey with key-informant interviews.

1.7. Limitation of the Study

The study might have been conducted within a specific time frame, which limits the ability to capture long-term or dynamic effects of employee commitment on organizational productivity. The study may not account for changes or fluctuations in commitment and productivity over time.

1.8. Organization of the Study

This study consists of five distinct chapters, each playing a crucial role in conducting a thorough examination of the research topic. The initial chapter serves as the introduction, presenting the purpose and significance of the study within the broader context and providing a roadmap for the research journey.

Chapter two conducts an extensive review of the existing literature, exploring the theoretical framework relevant to the research topic. It examines empirical studies within the specific company under investigation and the wider field, constructing a robust conceptual framework.

Chapter three outlines the methodology employed in the study, detailing the research design, data collection methods, and analytical techniques. This chapter ensures transparency and establishes the credibility and validity of the study's findings.

Chapter four serves as the analytical core, conducting a comprehensive analysis of the gathered data. It presents the findings in a structured manner, accompanied by insightful interpretations and implications within the research context.

Chapter five concludes the study by synthesizing the findings, highlighting their significance, and providing practical recommendations based on the insights gained. It also suggests directions for future research, encouraging continued exploration and advancement in the field.

Together, these chapters form a comprehensive framework that offers valuable insights and practical implications for both practitioners and scholars. By examining the research problem from multiple perspectives, this study contributes to the existing body of knowledge.

1.9. Definition of Terms and Concepts

Leadership Style: Leadership style refers to the approach and behaviors exhibited by a leader in guiding and influencing their team or organization. It encompasses the leader's communication style, decision-making processes, and overall approach to motivating and managing their subordinates.

Organizational Structure: Organizational structure refers to the framework that outlines the hierarchical arrangement of roles, responsibilities, and relationships within an organization.

Working Environment: Working environment refers to the conditions and atmosphere in which employees perform their work. It encompasses physical factors such as the office layout, equipment, and amenities, as well as social and cultural aspects, including the relationships, norms, and values that exist within the organization.

Salary: Salary refers to the monetary compensation that an employee receives in exchange for their work and services.

Training: Training is the process of acquiring knowledge, skills, and competencies through systematic instruction or education. It involves providing individuals with the necessary tools, resources, and guidance to develop their abilities and improve their performance in a specific area.

Affective: Affective, in the context of this study, refers to the emotional or affective experiences of employees within the organization.

Normative: Normative, in this context, refers to the shared norms, values, and ethical standards within the organization.

Organizational Productivity: Organizational productivity refers to the efficiency and effectiveness with which an organization utilizes its resources to achieve its goals and objectives.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter provides insights to readers about the theoretical views of the topics under study. The chapter covers topics related to the theories and concepts of Employee Commitment and Organizational Productivity. Additionally, it includes empirical studies on the topic. Furthermore, at the end of this chapter, the conceptual framework of the study, as well as the research hypotheses, are presented.

2.1. Theoretical Literature

Employee commitment can be defined as the psychological connection and loyalty that employees feel toward their organization. It encompasses a sense of belonging, understanding of the company's goals, and affiliation with the organization (Ayman, 2017). Factors such as leadership style, organizational structure, salary, training, and working environment influence employee commitment.

Committed employees are individuals who demonstrate a strong sense of dedication, enthusiasm, and a willingness to exert extra effort in their work. They exhibit a high level of engagement and involvement in their roles, going beyond the basic requirements to achieve exceptional results. Committed employees are deeply connected to their organization's mission, vision, and values, and they align their personal goals with those of the organization. They are motivated to overcome obstacles and challenges, displaying resilience and a proactive attitude. Committed employees are driven by a sense of purpose and take pride in their work, contributing to the overall success and growth of the organization (Bedarkar, 2018).

When employees are engaged and committed, they carry out their work with enthusiasm and passion. Emphasize that the level of employee dedication has a direct impact on organizational performance. Committed employees go above and beyond the expected level of performance, contributing to increased productivity and long-term competitive advantages for the company. To foster growth, it is essential for businesses to invest in training and retaining dedicated individuals who will work diligently and fulfill their responsibilities with devotion (Sharma, 2019).

Committed employees are more likely to invest their time, energy, and effort into their work, leading to higher levels of productivity. Their dedication and enthusiasm translate into improved job performance, increased task completion rates, and higher quality outcomes. This commitment-driven productivity not only benefits the organization but also contributes to the achievement of strategic goals and long-term success (Li, 2018).

The goal of business growth is to enhance the organization's capability to improve efficiency in attaining strategic objectives. This can be achieved when every staff member understands their responsibilities and their contribution to the outcomes associated with their performance. Building a culture of commitment among employees becomes crucial for improving organizational performance and achieving desired outcomes. It requires nurturing a sense of dedication and ownership among employees, as their commitment directly impacts the overall success of the organization (Sharma, 2019).

Organizational productivity refers to the effectiveness and efficiency with which an organization utilizes its resources to achieve desired outcomes. The commitment level of employees directly impacts organizational productivity. Committed employees are more likely to demonstrate higher productivity, engagement, and proactive behavior, contributing to improved resource utilization and overall organizational performance (Sharma, 2019).

Organizational productivity is significantly influenced by the level of employee commitment. Committed employees tend to exceed management expectations, leading to higher levels of job performance and productivity (Sharma, 2019). They demonstrate higher levels of engagement, motivation, and effort in their work, resulting in improved productivity levels.

2.1.1. Employee Commitment: Dimensions of Commitments

Employee commitment can vary in intensity, with different levels observed within organizations. Identified three levels of commitment: affective, continuance, and normative commitment. These three levels of commitment reflect different dimensions of employee commitment and can have varying effects on organizational productivity (Bedarkar, 2018).

2.1.1.1. Affective commitment

Affective commitment refers to an emotional attachment and identification with the organization, where employees genuinely care about the organization's well-being. Continuance commitment arises from the perceived costs associated with leaving the organization, such as financial or social obligations. Normative commitment is driven by a sense of obligation and loyalty to the organization based on societal norms and values (Bedarkar, 2018).

Job affection goes beyond satisfaction; it involves passion, commitment, and loyalty. It motivates individuals to give their best, fosters a positive work environment, and enhances productivity. To nurture job affection, organizations should prioritize employee development, provide growth opportunities, foster a supportive culture, and align goals with the organization's mission and values. This creates a dedicated and motivated workforce that drives success (Allen, 2019; Meyer, 2019). Affective is reasonable to believe that strong commitment to work may end in conscientious and self-directed application to do the work, regular attendance, the necessity for supervision, and a high level of discretionary effort.

2.1.1.2. Normative commitment

Normative commitment is driven by a sense of obligation and loyalty to the organization based on societal norms and values (Bedarkar, 2018), occurs when individuals feel a sense of obligation towards their organization, even if they are dissatisfied with their current role or have the opportunity for better prospects elsewhere. This obligation can arise from various factors. For instance, individuals may feel compelled to remain with their organization due to the investment of resources, such as time and money, in their training and development. Additionally, the organization may have provided a significant benefit in advance, such as paying for their college tuition or offering other forms of financial support. These factors contribute to a sense of indebtedness and obligation, which can influence individuals to stay with their organization despite potential dissatisfaction or alternative opportunities (Allen, 2019; Meyer, 2019). Normative commitment is characterized by the mindset that one has an obligation to pursue a course of action of relevance to a target (Meyer, 2022).

2.1.1.3. Continuance commitment

Continuance commitment is a dimension of organizational commitment that refers to an individual's perceived need to stay with an organization based on the costs associated with leaving. It is driven by factors such as financial considerations, benefits, pension plans, and the lack of alternative employment options. Individuals with high continuance commitment may feel a sense of obligation or dependency on the organization, even if they are not emotionally or psychologically connected to it. Continuance commitment is based on the belief that leaving the organization would result in significant personal sacrifices or negative consequences (Bedarkar, 2018).

2.1.2. Employee Commitment: Organizational Factors

Employee commitment can be influenced by various factors, including the organizational environment, interdependence among employees, and the effectiveness of communication and collaboration processes within the organization. Additionally, factors such as the organization's operational strategy, its ability to fulfill employee expectations, and the leadership style of its executives can also impact employee commitment (Ayman, 2017).

2.1.2.1. Leadership Style

Leadership style plays a pivotal role in fostering employee commitment. Research has shown that transformational leadership, which emphasizes inspiration, motivation, and individualized consideration, positively affects employee commitment (Avolio, 2004). For example, leaders who provide vision and communicate effectively can instill a sense of purpose and belonging, thereby enhancing employee commitment.

2.1.2.2. Organizational Structure

The organizational structure of a company significantly influences employee commitment. A well-designed and supportive structure fosters a sense of belonging, clarity, and empowerment among employees, leading to higher commitment levels. Research indicates that characteristics such as clear communication channels, decision-making autonomy, supportive leadership, role clarity, task significance, and opportunities for growth and advancement positively impact employee commitment (Kayhan, 2020).

2.1.2.3. Salary and Rewards

Competitive and fair salary structures contribute to employee commitment. When employees perceive their salaries as equitable and aligned with industry standards, it positively affects their commitment to the organization (Allen, 1996). Additionally, reward and recognition programs that acknowledge employee contributions can enhance commitment levels (Eisenberger, 1997).

2.1.2.4. Training and Development

Providing adequate training and development opportunities is essential for fostering employee commitment. Employees who receive continuous learning opportunities feel valued and supported, leading to increased commitment (Raja, 2004). Organizations that invest in employee skill development and career advancement programs tend to have more committed and engaged employees.

2.1.2.5. Working Environment

The working environment significantly impacts employee commitment. A positive and supportive work climate characterized by trust, respect, and open communication fosters higher levels of commitment (Meyer, 2019). When employees feel psychologically safe and have a sense of belonging, their commitment to the organization is strengthened.

2.1.2.6. Motivation

Motivation, employee engagement, and job satisfaction are important factors that influence employee commitment within an organization. These three concepts are interconnected and can have a significant impact on an employee's level of dedication, involvement, and loyalty to their work and the organization (Tajeddini, 2020).

Motivation refers to the internal and external factors that drive individuals to act, exert effort, and achieve their goals. When employees are motivated, they are more likely to be committed to their work and exhibit higher levels of engagement (Tajeddini, 2020).

2.1.2.7. Job Satisfaction

Employee engagement refers to the emotional and cognitive connection employees have with their work and the organization. Engaged employees are enthusiastic, dedicated, and invested in their

roles. They feel a sense of purpose, have a strong commitment to the organization's goals, and actively contribute their skills and talents (Tajeddini, 2020).

2.1.2.8. Employee Engagement

Job satisfaction refers to an employee's overall evaluation of their job and the degree to which it meets their expectations and needs. When employees are satisfied with their job, they are more likely to be committed to the organization, as they perceive their work as rewarding, fulfilling, and aligned with their values and aspirations (Tajeddini, 2020).

2.2. Empirical Review

According to Ben Moussa (2020) In the previous research, it was established that job satisfaction, motivation, and job involvement positively influenced employee commitment, resulting in increased productivity and organizational success. The aim of this paper was to examine the relationship between Employee Commitment and Organization Performance, demonstrating that commitment enhanced performance efficiency. It was proven that job satisfaction had a positive influence on employee commitment, indirectly leading to increased productivity. Committed employees were found to retain and share knowledge, resulting in lower turnover and higher productivity (Ben Moussa, 2020).

Leadership style refers to the behavioral norms adopted by individuals when attempting to influence the behavior of others. It is crucial for a leader to apply an effective leadership style in managing their subordinates, as the leader's approach can have a significant impact on the success of the organization. In a study conducted by Feng (2020), it was demonstrated that leadership style has a significant impact on employee performance. The appropriate leadership style has the potential to enhance an individual's motivation to excel in their work. Both leadership style and job satisfaction are recognized as crucial elements that profoundly influence the overall effectiveness of an organization (Feng, 2020).

According to Hu (2020), employee commitment can be classified into three distinct types. The first type is affective commitment, which involves employees' emotional attachment, identification with the organization, and their level of involvement. The second type is continuance commitment, which pertains to the desire to continue working for the organization or the consideration of

leaving. Lastly, normative commitment relates to employees' sense of obligation to remain in the organization (Schwepker, 2021).

In team dynamics, a recent study by Cai, Liu, and Li (2023) investigated the impact of employee commitment on team performance. The findings indicated that higher levels of employee commitment were associated with improved team performance. Committed team members demonstrated higher levels of cooperation, coordination, and mutual support, leading to enhanced team effectiveness and overall performance (Cai, 2023).

The research has explored the role of employee commitment in driving innovation within organizations. A study by Zheng (2022) examined the relationship between employee commitment and innovation behavior. The findings revealed a positive association between employee commitment and innovation behavior, indicating that committed employees were more likely to engage in proactive and creative problem-solving, idea generation, and knowledge sharing. Employee commitment fosters an environment of openness, collaboration, and intrinsic motivation, which are conducive to innovation and organizational growth (Zheng, 2022).

In the healthcare industry, a recent study by Wieduwilt (2023) investigated the relationship between employee commitment and patient satisfaction. The findings indicated that higher levels of employee commitment were associated with increased patient satisfaction. Committed healthcare professionals demonstrated higher levels of empathy, patient-centered care, and a dedication to providing quality healthcare services, leading to improved patient satisfaction and overall healthcare performance (Wieduwilt, 2023).

A recent study by Sari (2022) examined the role of job characteristics in influencing employee commitment and its impact on organizational performance. The findings revealed that job characteristics, such as autonomy, task variety, and feedback, were positively related to employee commitment. Employees who experienced favorable job characteristics demonstrated higher levels of commitment, which, in turn, led to improved organizational performance. This highlights the importance of designing jobs that provide meaningful tasks, autonomy, and regular feedback to enhance employee commitment and overall organizational success (Sari, 2022).

In small and medium-sized enterprises (SMEs), a recent study examined the relationship between employee commitment and firm performance. The findings indicated that higher levels of

employee commitment were associated with improved financial and operational performance in SMEs. Committed employees in SMEs demonstrated higher job satisfaction, motivation, and willingness to contribute, leading to enhanced overall firm performance and competitiveness by (Masud, 2023).

Recent research has also explored the relationship between employee commitment and organizational performance in the context of the service industry. A study by Wang, Hu, and Yang (2022) investigated the impact of employee commitment on customer satisfaction and financial performance in service organizations. The findings revealed a positive association between employee commitment and both customer satisfaction and financial performance. Committed employees in service organizations demonstrated a higher level of dedication, service quality, and customer-oriented behaviors, leading to increased customer satisfaction and ultimately, improved financial performance.

In virtual work settings, a recent study by Yilmaz (2023) examined the relationship between virtual work characteristics and employee commitment. The findings revealed that factors such as virtual communication, trust in virtual teams, and support from supervisors and colleagues influenced employee commitment in virtual work environments. Employees who experienced effective virtual communication, trust in their virtual teams, and supportive relationships exhibited higher levels of commitment, despite the challenges of remote work (Yilmaz, 2023).

Another study by Zhang (2023) examined the impact of ethical leadership on employee commitment. The findings indicated that ethical leaders, who demonstrate integrity and moral values, were positively associated with higher levels of employee commitment. Ethical leaders fostered a climate of trust, fairness, and ethical behavior, which enhanced employee commitment and engagement with the organization (Zhang, 2023).

In employee retention, a recent study by Abdullah (2023) investigated the relationship between employee commitment and intention to stay in the organization. The findings indicated that higher levels of employee commitment were associated with a stronger intention to stay with the organization. Committed employees felt a greater sense of loyalty, attachment, and satisfaction, leading to a reduced likelihood of turnover and higher employee retention rates (Abdullah, 2023).

2.2.1. Research Gap

Identifying the research gap is an essential step in building upon existing knowledge and contributing new insights to the field. Based on the literature reviewed, several research gaps can be identified:

Ben Moussa (2020) discussed the relationship between employee commitment and organizational performance, emphasizing the positive impact of commitment on performance efficiency. However, the study did not specifically explore the software development industry or address productivity as an outcome. Thus, further research is needed to fill this gap and provide a deeper understanding of the relationship between employee commitment and organizational productivity in the specific context of software development.

Another research gap pertains to the role of leadership style in influencing employee commitment and its subsequent impact on productivity. While Feng (2020) highlighted the significant impact of leadership style on employee performance, further research is needed to examine how different leadership styles within the software development industry can affect employee commitment and, in turn, organizational productivity. This research would contribute to a better understanding of the specific leadership behaviors that can enhance commitment and productivity in software development companies.

Moreover, the typology of employee commitment proposed by Schwepker (2021) categorized commitment into affective, continuance, and normative commitment. However, the literature gap lies in investigating how each type of commitment relates to organizational productivity in the software development industry. Understanding the differential effects of these commitment types on productivity would provide valuable insights into the specific mechanisms through which commitment influences organizational outcomes in this context.

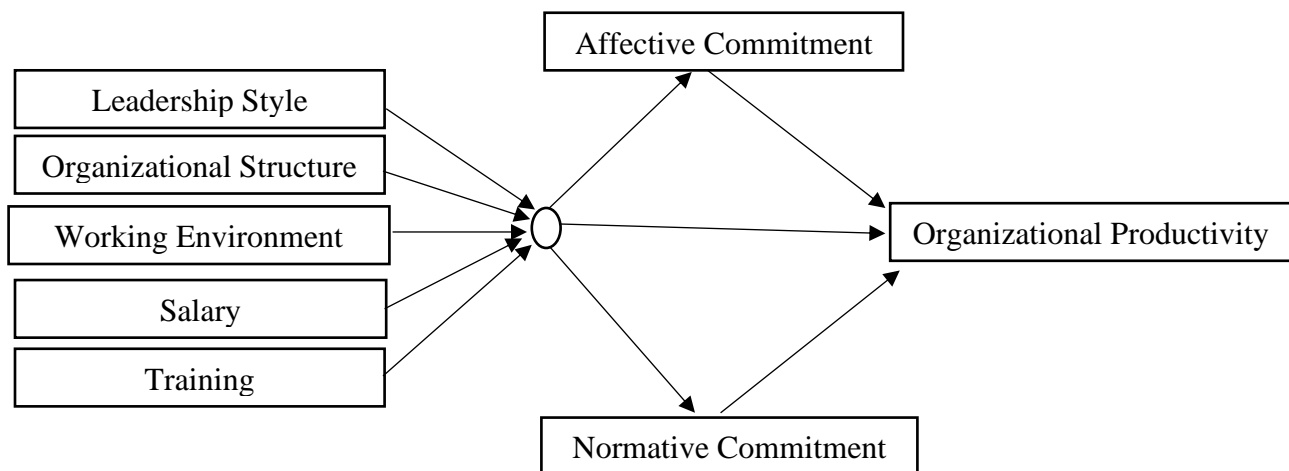
Furthermore, while various studies have examined the impact of job satisfaction on employee commitment and its subsequent effects on productivity (Tajeddini, 2020), the specific factors contributing to job satisfaction within the software development industry remain unexplored. Future research should investigate the unique aspects of job satisfaction, such as challenging work, compensation, working conditions, and support from co-workers and supervisors, that are relevant to software developers and their commitment levels.

Lastly, while studies have explored the relationship between employee commitment and outcomes such as team performance (Cai, Liu, & Li, 2023), innovation behavior (Zheng, 2022), patient satisfaction (Wieduwilt, 2023), and organizational performance in various industries, there is a gap in understanding how employee commitment specifically influences productivity in the software development industry. This research gap underscores the need for empirical studies that directly examine the relationship between employee commitment and organizational productivity in the context of software development.

2.3. Conceptual Framework

The conceptual framework emphasizes the interplay between the independent and dependent variables, portraying them as an organic and interconnected system. Organizational Productivity (dependent variables) and Mediator Variable (Affective Commitment and Normative Commitment) are determined by the nourishment provided by the Independent variables (Leadership Style, Organizational Structure, Working Environment, Salary and Training).

Figure 2. 1: Conceptual Framework



Source: Own study (2023)

2.4. Research Hypotheses

Theory of mind is the use of concepts that are derived from a theory, it refers to the justification for the event or the research problem. This research is based on the framework which explains the relationship between Employee Commitment, and Organization Productivity.

Following the theoretical and empirical review in the previous sections, are stated for empirical.

H1: There will be a significant relationship between leadership Style and organizational productivity.

H2: There is a significant relationship between organizational structure and organizational productivity.

H3: There is a significant relationship between salary and organizational productivity.

H4: There is a significant relationship between the working environment and organizational productivity.

H5: There is a significant relationship between training and organizational productivity.

H6: There is a significant relationship between Independent Variable and Affective.

H7: There is a significant relationship between Independent Variable and Normative.

H8: There is a significant relationship between Affective and organizational productivity.

H9: There is a significant relationship between Normative and organizational productivity.

CHAPTER THREE

RESEARCH METHODOLOGY

This section of the study focuses on the methodology employed, encompassing the research design and approach, target population, sample size, sampling technique, data source, data collection instrument, methods of data analysis, and considerations of validity and reliability.

3.1. Research Design and Approach

In this study, the researcher chose an explanatory research approach to investigate the relationship between employee commitment and organizational productivity at Yotta Software Lab PLC. The purpose was to understand the underlying reasons and mechanisms behind this relationship. Explanatory research is particularly suitable for addressing "why" and "how" questions (Anol, 2012).

The study utilized both quantitative and qualitative approaches to gather comprehensive insights. The quantitative approach involved statistical analysis to describe variables related to employee commitment and organizational productivity, while the qualitative approach provided in-depth information through interviews, observations, or other qualitative methods. By combining these approaches, the researchers aimed to gain a more comprehensive understanding of the relationship between employee commitment and organizational productivity, enhancing the analysis and interpretation of the findings.

3.2. Population, Sample Size, and sampling techniques

3.2.1. Research Population

The target population of this study was the employees of Yotta Software Lab PLC. The study aimed to investigate the contribution of employee commitment to organizational productivity within this specific organization. The population included all the employees working in various departments and levels of the company, encompassing both permanent and temporary employees who were actively engaged in the day-to-day operations of Yotta Software Lab PLC.

The research focused on understanding the employee commitment and its impact on the overall productivity of the organization. By studying this specific population, the findings of the research could provide insights and recommendations tailored to the context of Yotta Software Lab PLC,

contributing to the existing knowledge on employee commitment and its influence on organizational productivity in the company.

3.2.2. Sample Size

The category of respondents for the study included all employees of Yotta Software Lab PLC. According to the latest report of the organization, the office has a total of 132 employees. The target population for the study was defined as all employees, from whom the study drew a sample using a probability sampling method. The required sample size for the study was determined based on the formula devised by (Yamane, 1967).

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n is the required sample size,

N is the target population, and

e is the expected degree of error which is 0.05

Therefore, based on the above formula the required sample size is computed as follows:

$$n = \frac{132}{1 + 132(0.05)^2} = 99.24$$

Accordingly, the required sample size from the given population is approximately 100 employees.

The sample size for this study consisted of 100 employees, who were selected through a random sampling approach. This decision was made considering the heterogeneity of the population. According to (Kothari, 2004), the crucial aspect of a sample is not its size but rather its representativeness, i.e., how accurately it reflects the characteristics of the population. In a representative sample, the characteristics observed in the sample should also hold true for the entire population.

The researcher has selected the number in the way of 75.7576 % Or $\frac{T_i}{T_e} \times T_s$ of the total number of employees in each department to achieve the sample size of the total selected employee number.

Hence:

T_i implies the Number of Employees in each department.

T_e implies the Total Number of Employee

T_s implies the sample size of the research.

Table 3. 1: Proportional sample size

Respondent in Department	Number of employees in each division	Number of selected employees from each division
Human Resources (HR)	21	$\frac{21}{132} \times 100 = 15.90 \cong 16$
Accounts and Finance	15	$\frac{15}{132} \times 100 = 11.36 \cong 12$
MIS (Office Apparatus and Networking)	13	$\frac{13}{132} \times 100 = 9.84 \cong 10$
Customer Support	5	$\frac{5}{132} \times 100 = 3.78 \cong 4$
Research and Development	7	$\frac{7}{132} \times 100 = 5.30 \cong 6$
Sales and Marketing	11	$\frac{11}{132} \times 100 = 8.33 \cong 9$
Database management and Security	20	$\frac{20}{132} \times 100 = 15.15 \cong 16$
Software Development	40	$\frac{40}{132} \times 100 = 30.30 \cong 31$
Total	132	104

Source: Own study (2023)

3.2.3. Sampling Techniques

The sampling technique employed in this study was random sampling, which involved the selection of research participants from the target population through a random process. The researchers used a randomization method, such as a random number generator or a lottery system, to ensure that every individual in the population had an equal chance of being selected for inclusion in the study.

Random sampling was chosen for its ability to provide an unbiased representation of the target population, as it reduces the potential for researcher bias in participant selection. This technique allowed the researchers to generalize their findings to the larger population with a higher level of confidence. By employing random sampling, the researchers aimed to gather a diverse range of participants that would provide a comprehensive understanding of the research topic.

3.3. Sources of Data

The study employed a rigorous and sophisticated approach to data collection, utilizing both primary to ensure the accuracy, reliability, and comprehensiveness of the dataset. Primary data was meticulously acquired through the distribution of carefully crafted questionnaires tailored to the targeted demographic. The inclusion of close-ended questions in the questionnaires allowed respondents to choose from a predetermined set of response options, enabling efficient and standardized data collection.

This methodological choice facilitated the gathering of rich and diverse data, leading to a comprehensive understanding of the research topic and ensuring the inclusion of multiple perspectives. Furthermore, the incorporation of secondary data sources supplemented the primary data, providing additional context, background information, and supporting evidence. By adopting this multifaceted approach to data collection, the study aimed to enhance the validity and reliability of its findings, thereby strengthening the overall credibility and robustness of the research outcomes.

3.4. Data Collection Instruments

The study relied on a diverse range of data sources and employed various methods to generate the necessary data. Both qualitative and quantitative data were utilized, sourced from primary and secondary sources. These sources included surveys based on structured questionnaires, semi-structured interviews, and document reviews. The questionnaires consisted of closed-ended questions, providing respondents with predetermined response options. This format allowed for standardized data collection, enabling quantitative analysis and comparison across participants (Malhotra, 1999).

The study utilized structured questionnaires to collect quantitative data from participants. These questionnaires consisted of predefined questions with predetermined response options, focusing

on variables such as employee commitment and organizational productivity. The structured format ensured consistency in data collection and facilitated statistical analysis.

Additionally, document analysis was conducted to gather qualitative data by reviewing and examining relevant documents such as organizational reports and policies. This method provided insights into the organizational context and practices related to employee commitment and organizational productivity.

By combining structured questionnaires and document analysis, the study collected both quantitative and qualitative data, allowing for a comprehensive analysis of the relationship between employee commitment and organizational productivity.

3.5. Data Collection Methods

The researchers employed a combination of primary and secondary data collection methods for this study. Primary data was collected through structured questionnaire surveys administered to the participants, allowing for systematic collection of quantitative data. Additionally, secondary data was gathered through documentary reviews, which involved analyzing organizational reports and other relevant materials. This multi-faceted approach ensured a comprehensive data collection process and enhanced the reliability and validity of the study.

3.5.1. Primary Data

Primary data was collected through questionnaire surveys, allowing the researchers to obtain firsthand information directly from the sources. This type of data had not been previously published and was derived from a new and original research study conducted for this purpose. The researcher utilized primary data to gather information directly from the respondents, ensuring the authenticity and relevance of the collected information.

3.6. Data Analysis

Qualitative and quantitative data were used to collect and analyze the data during the study. The data collection process involved establishing data sets, presenting, discussing, and analyzing the data using appropriate quantitative and qualitative methods. The quantitative data were processed using statistical packages, with the researchers utilizing SPSS V.25 (Statistical Package for Social Scientists) for this purpose.

According to Hayes (2021), the main tool for processing mediation is the PROCESS macro_4.2 beta, which is a freely available software tool for conducting mediation, moderation, and conditional process analysis. The PROCESS macro is an extension for statistical software packages such as SPSS. It provides researchers with a comprehensive set of tools and procedures to analyze mediation models and examine indirect effects. The PROCESS macro allows for the estimation of direct and indirect effects, tests of mediation significance, and the generation of bootstrap confidence intervals for indirect effects. It is a widely used tool in the field of mediation analysis.

3.7. Validity and Reliability

3.7.1. Validity

Validity refers to the extent to which the results of a study accurately measure what they are intended to measure. Valid research produces results that reflect real properties, features, and variations in the physical world. Validity can be assessed through different forms, including content validity, external (criterion) validity, and construct validity, such as convergent and discriminant validity (Straub, 2004).

The study ensured validity through various methods. Firstly, the questionnaire was carefully designed to cover relevant measures of the constructs being studied, ensuring content validity. The structure and arrangement of the questionnaire were logical and comprehensive, making it easy for respondents to understand and answer. Secondly, criterion validity was assessed by examining the relationship between scores obtained from the measures and known variables that should be correlated. The findings confirmed the expected correlations, demonstrating criterion validity. Lastly, the researcher considered an adequate sample size to enhance generalizability and draw conclusions about the larger population. These steps enhanced the study's validity, contributing to credible and accurate results for meaningful interpretations and conclusions.

3.7.2. Reliability

Reliability is crucial in measuring instruments as it ensures consistent and dependable results across different occasions (Sürücü, 2020). To assess the reliability of the measuring instrument in this study, Cronbach's alpha was utilized. Cronbach's alpha is a widely used measure of internal consistency, indicating how closely the items within a scale are correlated and measure the same construct. Different interpretations exist regarding the values of Cronbach's alpha. Generally, a

value of Cronbach's alpha ≥ 0.9 signifies high internal consistency, $0.7 \leq \alpha < 0.9$ suggests acceptable internal consistency, $0.6 \leq \alpha < 0.7$ indicates weak internal consistency, and $\alpha \leq 0.5$ suggests no internal consistency.

3.8. Ethical Considerations

In this study, ethical considerations were carefully addressed to protect participants' rights and well-being. Informed consent was obtained, ensuring participants were fully informed and voluntarily agreed to participate. Confidentiality and anonymity were maintained throughout the study, with data reported in aggregate form. The study followed ethical guidelines for data collection, storage, and analysis, minimizing risks to participants. Ethical standards and guidelines specific to the field were adhered to, and the study received approval from an ethics committee or institutional review board. Overall, the study prioritized participants' rights and well-being, demonstrating ethical conduct.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

In this chapter, the collected data was analyzed and interpreted to present the results and findings of the research. The chapter began with an introduction, followed by an overview of the respondents' demographic characteristics, including information about their leadership style, organization structure, working environment, salary, training, affective commitment, normative commitment, and organizational productivity.

The items in the questionnaire were measured using a Likert scale, with respondents indicating their agreement or disagreement on a five-point scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). A total of 115 questionnaires were disseminated to the respondents, and 104 questionnaires were collected, resulting in a return rate of 90.43%. The remaining questionnaires were not returned due to personal reasons of some participants.

4.1. Demographic Characteristics of Respondents

Table 4. 1:Demographic Distribution

	Frequency	Percentage of Frequency (%)
Gender		
Male	54	51.9
Female	50	48.1
Total	104	
Educational Qualification		
Diploma	9	8.7
First Degree	84	80.8
Master's Degree	10	9.6
Others	1	1
Total	104	100
Job Position		
Junior Employee	33	31.7
Senior Employee	63	60.6
Middle Manager	5	4.8
Senior Manager	3	2.9
Total	104	100
Duration of Employment		
Less than 1 year	3	2.9
1-2 year	38	3.5
3-4 year	52	50
5 and above	11	10
Total	104	100

Source: Own study (2023)

In terms of gender, the sample demonstrates a relatively equitable distribution, with 51.9% males and 48.1% females. This signifies a balanced representation of both genders, facilitating a more comprehensive understanding of the research topic. Moreover, this balanced gender distribution helps to mitigate potential gender biases and ensures that the findings are more representative of the larger population. It promotes inclusivity and allows for a broader perspective, considering the diverse experiences and viewpoints of both men and women. By encompassing a wide range of perspectives, the research outcomes are likely to be more robust, reliable, and applicable to various contexts.

In terms of educational qualifications, the majority of respondents (80.8%) held a first degree, indicating a high level of education among the participants. This signifies that a significant portion of the sample possesses a solid foundation of knowledge and expertise in their respective fields. Additionally, a smaller proportion of respondents held a master's degree (9.6%), demonstrating a higher level of specialization and advanced education. A notable percentage of participants reported having a diploma (8.7%), suggesting a mix of practical and theoretical training. Furthermore, a small fraction of respondents indicated possessing other qualifications (1.0%), which could include certifications or specialized training beyond traditional degree programs.

Insights into job positions shed light on the organizational hierarchy. The largest group (60.6% of the sample) occupied senior employee positions, indicative of considerable experience and responsibility. Junior employees constituted 31.7% of the sample, suggesting the presence of entry-level or less experienced staff. Smaller percentages were represented by middle managers (4.8%) and senior managers (2.9%), pointing to a hierarchical structure within the organization. This distribution of job positions influences the interpretation of research results and provides insight into the perspectives of employees at different levels.

The duration of employment within the company reveals the tenure of respondents. The majority (50.0%) had worked for 3-4 years, indicating a relatively stable workforce with employees who have acquired several years of experience. Approximately one-third of respondents (36.5%) had a tenure of 1-2 years, implying a significant turnover rate or a higher influx of new employees during that period. A smaller percentage (10.6%) had been employed for 5 years or more, representing a group of long-term employees. These findings contribute to understanding employee retention dynamics and the potential impact on research outcomes.

4.2. Validity and reliability

According to (Sürücü, 2020) Cronbach's $\alpha \geq 0.9$ signifies high internal consistency, $0.7 \leq \alpha < 0.9$ suggests acceptable internal consistency, $0.6 \leq \alpha < 0.7$ indicates weak internal consistency, and $\alpha \leq 0.5$ suggests no internal consistency.

Table 4. 2: Cronbach's Alpha for Items

Items	Number of Items	Cronbach's Alpha	Status
Leadership Style	5	0.864	Accepted
Organization Structure	5	0.776	Accepted
Working Environment	5	0.861	Accepted
Salary	5	0.823	Accepted
Training	5	0.780	Accepted
Affective	4	0.912	Accepted
Normative	4	0.782	Accepted
Organizational Productivity	4	0.727	Accepted

Source: Own study (2023)

4.3. Descriptive statistics

The assessment of employee commitment involved calculating the total quality index by summing the mean ratings of indicators within each construct. This index was then divided by the number of variables to determine the mean rating for each construct. To define the operational range for satisfaction levels, Rababah (2021) provided guidelines from existing literature. A low level of satisfaction was defined as 1 to 2.33, a moderate level as 2.34 to 3.67, and a high level as exceeding 3.67. These ranges were derived using the formula: (highest Likert scale point - lowest Likert scale point) divided by 3. This yielded a value of 1.33 (5 - 1 divided by 3). Based on this, scores from 1 to 2.33 were classified as low, scores between 2.34 and 3.67 as moderate, and scores above 3.67 as high (Rabah, 2021).

Table 4. 3: Descriptive statistics of the Variables

Statistics								
	Leadership Style	Organizational Structure	Working Environment	Salary	Training	Affective	Normative	Organizational Productivity
Valid	104	104	104	104	104	104	104	104
Mean	3.2308	3.3596	3.0346	2.7865	3.1942	2.9519	3.2236	3.7216
Std. Dev	0.80762	0.69359	0.77105	0.7669	0.65801	1.01809	0.68080	0.71148

Source: Own study (2023)

Based on the provided statistics, the mean scores and standard deviations reveal valuable information regarding employee commitments and organizational productivity. The mean scores represent the average ratings given by employees, classified as low (1 to 2.33), moderate (2.34 to 3.67), and high (above 3.67). The standard deviation measures the variability or spread of the ratings around the mean.

Examining the data, the leadership style has a mean score of 3.2308, indicating a moderate rating. The standard deviation of 0.80762 suggests that there is some variation in employees' opinions regarding leadership. Regarding organizational structure, the mean score is 3.3596, which also falls within the moderate range. The standard deviation of 0.69359 indicates a relatively lower level of variability compared to the leadership style.

The working environment receives a mean score of 3.0346, indicating a moderate rating. With a standard deviation of 0.77105, it suggests that there is some diversity in employees' perceptions of the working environment. In terms of salary, the mean score is 2.7865, classifying it as low. The standard deviation of 0.76692 indicates a significant level of variability in employee ratings for this factor. Regarding training, the mean score is 3.1942, indicating a moderate rating. The standard deviation of 0.65801 suggests a relatively lower level of variability in employee opinions about the provided training.

Affective commitment, which measures emotional attachment and identification with the organization, has a mean score of 2.9519, indicating a moderate rating. The standard deviation of 1.01809 suggests a higher level of variability in affective commitment among employees. Normative commitment, which pertains to the sense of obligation and duty towards the

organization, has a mean score of 3.2236, indicating a moderate rating. The standard deviation of 0.68080 suggests a relatively lower level of variability in normative commitment. Finally, organizational productivity receives a mean score of 3.7216, classifying it as high. The standard deviation of 0.71148 indicates some variability in employee perceptions of organizational productivity.

4.4. Correlation

In statistical analysis, the strength of a correlation is often categorized based on its magnitude. These categorizations provide a way to interpret the relationship between variables. According to Field (2013), the following correlation strength ranges are commonly used: Weak ($0.1 \leq r < 0.3$), Moderate ($0.3 \leq r < 0.5$), Strong ($0.5 \leq r < 0.7$) and Very Strong ($0.7 \leq r \leq 1.0$) (Field, 2013). By utilizing these categorizations, researchers can better understand the extent and significance of the relationships observed in their data.

Table 4. 4: Pearson Correlation Analysis Matrix

Correlations								
	OP	LS	OS	WE	S	TR	A	N
OP	1	0.394**	0.713**	0.588**	0.384**	0.641**	0.320**	0.615**
LS	0.394**	1	0.709**	0.423**	0.502**	0.782**	0.146	0.349**
OS	0.713**	0.709**	1	0.581**	0.617**	0.776**	0.286**	0.548**
WE	0.588**	0.423**	0.581**	1	0.684**	0.673**	0.388**	0.690**
S	0.384**	0.502**	0.617**	0.684**	1	0.682**	0.407**	0.653**
TR	0.641**	0.782**	0.776**	0.673**	0.682**	1	0.524**	0.689**
A	0.320**	0.146	0.286**	0.388**	0.407**	0.524**	1	0.667**
N	0.615**	0.349**	0.548**	0.690**	0.653**	0.689**	0.667**	1
**. Correlation is significant at the 0.01 level (2-tailed).								

Source: Own study (2023)

The correlation matrix presented shows the correlations between different variables. Each cell represents the correlation coefficient (r) between two variables. The significance level of $p < 0.01$ indicates that all correlations in the matrix are statistically significant. Cut points, also known as thresholds or boundaries, are values that are used to categorize or interpret the strength of correlations Weak ($0.1 \leq r < 0.3$), Moderate ($0.3 \leq r < 0.5$), Strong ($0.5 \leq r < 0.7$) and Very Strong ($0.7 \leq r \leq 1.0$) (Field, 2013).

The correlation analysis examined the relationships between factors related to employee commitments and organizational productivity. Positive correlations were observed between several factors. Leadership Style (LS) exhibited a moderate positive association with Organizational Productivity (OP) ($r = 0.394$, $p < 0.01$), Organizational Structure (OS) is Strong positive association with Organizational Productivity (OP) ($r = 0.713$, $p < 0.01$). The Working Environment (WE) also displayed a Strong positive relationship with Organizational Productivity (OP) ($r = 0.588$, $p < 0.01$), while Salary (S) demonstrated a Moderate positive association ($r = 0.384$, $p < 0.01$). Strong positive correlations were found between Training (TR) and OP ($r = 0.641$, $p < 0.01$), as well as between Normative Commitment (N) and OP ($r = 0.615$, $p < 0.01$).

In terms of inter-factor relationships, LS and OS exhibited a strong positive correlation ($r = 0.709$, $p < 0.01$). Similarly, a strong positive association was observed between OS and WE ($r = 0.581$, $p < 0.01$). Additionally, WE and S displayed a strong positive correlation ($r = 0.684$, $p < 0.01$), as did S and TR ($r = 0.682$, $p < 0.01$). A strong positive relationship was also found between TR and Affective Commitment (A) ($r = 0.524$, $p < 0.01$), while A and N exhibited a strong positive correlation ($r = 0.667$, $p < 0.01$).

Overall, the results suggest that factors such as Leadership Style, Organizational Structure, Working Environment, Salary, Training, Affective Commitment, and Normative Commitment are positively associated with Organizational Productivity. These relationships range from weak ($0.1 \leq r < 0.3$) to moderate ($0.3 \leq r < 0.5$) to strong ($0.5 \leq r < 0.7$), providing insights into the influence of various factors on employee commitments and organizational performance. The statistical significance of these correlations ($p < 0.01$) indicates that they are unlikely to occur by chance.

Table 4. 5: Correlation Result with Organizational Productivity

Variables	Correlation	Direction	Strength	Significance (p-value)
Leadership Style	0.394**	Positive	Moderate	$p < 0.01$
Organizational Structure	0.713**	Positive	Strong	$p < 0.01$
Working Environment	0.588**	Positive	Strong	$p < 0.01$
Salary	0.384**	Positive	Moderate	$p < 0.01$
Training	0.641**	Positive	Strong	$p < 0.01$
Affective Commitment	0.320**	Positive	Moderate	$p < 0.01$
Normative Commitment	0.615**	Positive	Strong	$p < 0.01$

Source: Own study (2023)

4.5. Regression

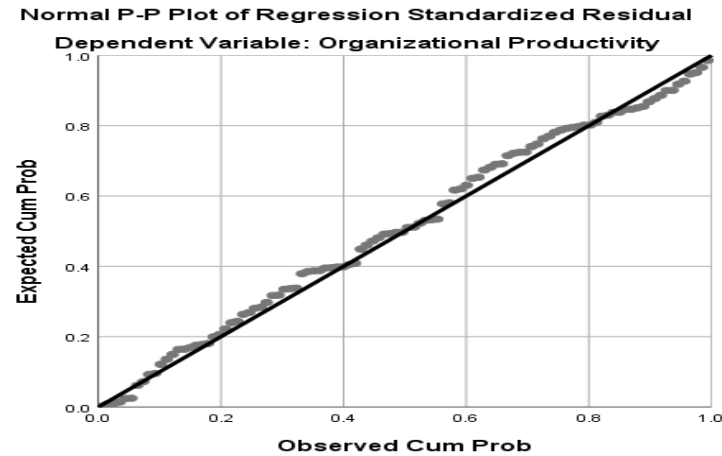
4.5.1. Diagnostics of Assumptions in Regression

Before computing mediation analysis, the following assumptions were tested between the independent and dependent variables. It enables to determine the strength of the relationship between variables and the predictive power of the independent variables on the dependent variable. The basic assumption tests for the mode must be carried out. This is a compulsory precondition in explaining the relationships between dependent and explanatory variables. Four major assumptions namely, Linearity Test, Homoscedasticity Test, Auto Correlation (Durbin Watson Test), and Normality Test checked and proved to be met reasonably well. Each test is explained below:

4.5.2. Linearity

The linearity of associations between the dependent and independent variables can be tested by looking at the P-P plot for the model. The closer the dots lie to the diagonal line, the closer to normal the residuals are distributed. As depicted in the below graph, the visual inspections of the p-p plot revealed that there exists a linear relationship between the dependent and independent variables.

Figure 4. 1: Linearity Test



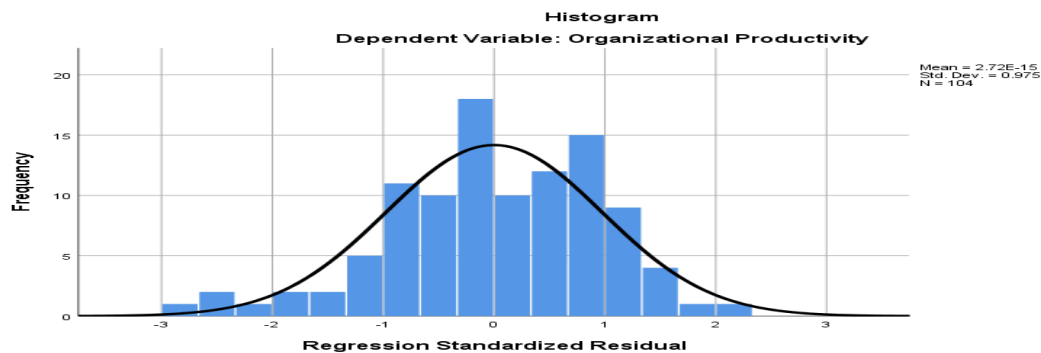
Source: Own study (2023)

Based on the scatter plot of residuals shown in the above graph, there is no substantial variation in the spread of the residuals observed from left to right along the diagonal line. This finding indicates a linear relationship in the predictive model.

4.5.3. Normality

The assumption of multivariate normality in linear regression states that the error terms (residuals) should be normally distributed. This assumption is based on the Classical Linear Regression Models framework. According to Darlington (1968) and Keith (2006), this assumption can be checked by examining a histogram of the residuals along with a fitted normal curve or by using a P-P (probability-probability) plot.

Figure 4. 2: Histogram



Source: Own study (2023)

The observed shape of the scatter plot of residuals suggests that the majority of scores are concentrated around the central portion of the distribution. This implies that the assumption of normality is met. The normal distribution graph presented in Figure 4.2 above further supports this observation, confirming that the data follows a normal distribution.

4.5.4. Multicollinearity

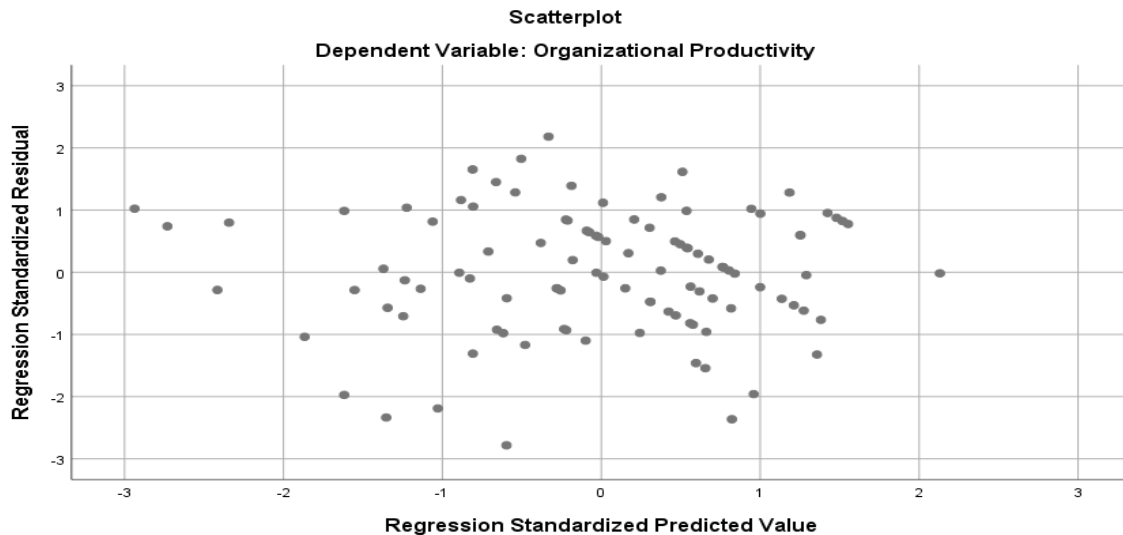
Multicollinearity occurs when there is a high correlation between independent variables in the regression model. It can cause problems with interpreting the individual effects of the independent variables. Cohen et al. (2013) provide guidelines for interpreting VIF values in the context of multicollinearity. They propose that VIF values below 1.10 indicate very low multicollinearity, values between 1.10 and 2.50 suggest low multicollinearity, values between 2.50 and 5.00 suggest moderate multicollinearity, and values above 10 indicate high levels of multicollinearity. Therefore, according to Cohen's guidelines, VIF values below 10 are considered acceptable. (Cohen, 2013).

According to Cohen et al. (2013) the VIF values for Leadership Style (VIF = 2.971), Organizational Structure (VIF = 2.875), Working Environment (VIF = 2.351), Training (4.786) and Salary (VIF = 2.316) are all below 10. These values suggest that these predictors do not exhibit severe multicollinearity and can be considered acceptable. the VIF value for Training is relatively high at 4.786. While it is not excessively high, it indicates a moderate level of multicollinearity and acceptable.

4.5.5. Homoscedasticity Test

To assess homoscedasticity, also known as the assumption of equal variance one common approach, is to visually examine a plot of the standardized residuals against the standardized predicted values from the regression model (Osborne, 2003). This plot allows us to assess whether the spread of the residuals is consistent across the range of predicted values.

Figure 4. 1: Homoscedasticity Scatterplot



Source: Own study (2023)

If the scatterplot of standardized residuals exhibits a random distribution without any discernible pattern or trend, it indicates that the assumption of homoscedasticity is met. In such cases, the violation of homoscedasticity is not considered detrimental to the analysis.

4.5.6. Regression Analysis for IV and DV

The analysis of the regression model reveals important insights into the relationship between the independent variables (Training, Working Environment, Salary, Organizational Structure, Leadership Style) and the dependent variable (Organizational Productivity).

Table 4. 6: Residual independence Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.815 ^a	0.665	0.648	0.42235	1.887
a. Predictors: (Constant), Training, Working Environment, Salary, Organizational Structure, Leadership Style					
b. Dependent Variable: Organizational Productivity					

Source: Own study (2023)

The model summary provides important statistical measures to assess the performance of the regression model in predicting Organizational Productivity. The correlation coefficient (R) of 0.815 indicates a strong positive relationship between the predictor variables (Training, Working Environment, Salary, Organizational Structure, Leadership Style) and the dependent variable. This suggests that as the values of the predictors increase, the Organizational Productivity tends to increase as well.

The coefficient of determination (R Square) indicates the proportion of variance in the dependent variable (Organizational Productivity) that can be explained by the predictor variables (Training, Working Environment, Salary, Organizational Structure, Leadership Style) included in the model. In this case, approximately 66.5% of the variability in Organizational Productivity can be accounted for by these predictors. This suggests that the predictor variables collectively have a substantial influence on the variation observed in Organizational Productivity.

The adjusted R Square considers the complexity of the model by adjusting for the number of predictors. With an adjusted R Square of 0.648, it suggests that about 64.8% of the variance in Organizational Productivity can be explained by the predictors, considering the number of predictors in the model. This indicates that the chosen predictors have a strong influence on Organizational Productivity and provide valuable insights into understanding and predicting productivity levels within the organization.

The standard error of the estimate is a measure of the average distance between the observed Organizational Productivity scores and the predicted scores by the regression model. In this case, the standard error of the estimate is 0.42235, indicating a relatively small average difference between the observed and predicted values. A lower value of the standard error suggests a better fit of the model, indicating that the model's predictions closely align with the observed data.

In summary, the regression model demonstrates a strong positive relationship between the predictors and Organizational Productivity, with a substantial amount of variance explained by the predictors. The model provides a good fit to the data, as indicated by the low standard error of the estimate. Additionally, the absence of significant autocorrelation in the residuals further supports the reliability of the model's results.

Table 4. 7: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.657	5	6.931	38.858	0.000 ^b
	Residual	17.481	98	0.178		
	Total	52.139	103			
a. Dependent Variable: Organizational Productivity						
b. Predictors: (Constant), Training, Working Environment, Salary, Organizational Structure, Leadership Style						

Source: Own study (2023)

The significant findings in the ANOVA table indicate that the combination of predictor variables (Training, Working Environment, Salary, Organizational Structure, and Leadership Style) has a strong influence on Organizational Productivity. The low p-value (0.000) suggests that the probability of obtaining such a strong relationship between the predictors and the dependent variable by chance alone is very low.

The F-statistic is a measure of the overall significance of the regression model. It assesses whether the variation in the dependent variable (Organizational Productivity) explained by the predictors (Training, Working Environment, Salary, Organizational Structure, and Leadership Style) is significantly greater than the unexplained variation. In this case, the F-statistic of 38.858 is quite high, indicating a strong relationship between the predictors and the dependent variable. The associated p-value (0.000) indicates the probability of obtaining such a large F-statistic by chance alone. In statistical hypothesis testing, a p-value below a certain threshold (often 0.05) is considered statistically significant. In this case, the very low p-value suggests that the probability of observing the obtained F-statistic if there were no true relationship between the predictors and Organizational Productivity is extremely low.

Overall, the ANOVA results highlight the significance and explanatory power of the regression model in understanding and predicting Organizational Productivity. The findings suggest that the combination of predictor variables plays a crucial role in influencing Organizational Productivity, providing valuable insights for organizations aiming to enhance productivity.

Table 4. 8: Regression Analysis Summary for Predictor Variables

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.792	0.220		3.597	.001
	Leadership Style	-0.360	0.089	-0.409	-4.053	.000
	Organizational Structure	0.702	0.102	0.684	6.897	.000
	Working Environment	0.259	0.083	0.281	3.129	.002
	Salary	-0.328	0.083	-0.354	-3.975	.000
	Training	0.521	0.138	0.482	3.767	.000

Source: Own study (2023)

The table presents the coefficients for each predictor variable in the regression model, including unstandardized coefficients, standardized coefficients (Beta), t-values, and p-values. All values are statically significant where the p values are less than 0.05 ($p < 0.05$).

The regression model results provide valuable insights into the relationship between predictor variables and Organizational Productivity. The constant term, with a value of 0.792, represents the baseline productivity level even without any predictors. The Leadership Style predictor variable has a coefficient of -0.360, indicating that a one-unit decrease in Leadership Style is associated with a increase of 0.360 units in Organizational Productivity. this relationship could be that certain leadership styles are associated with lower levels of the dependent variable. This could mean that leaders who exhibit a particular style are less effective in influencing or motivating their subordinates in a way that positively impacts the dependent variable.

The Organizational Structure variable has a coefficient of 0.702, suggesting that a one-unit increase in Organizational Structure leads to an increase of 0.702 units in Productivity. The Working Environment variable has a coefficient of 0.259, indicating that a one-unit increase in

Working Environment corresponds to a productivity increase of 0.259 units. The Salary variable has a coefficient of -0.328, implying that a one-unit increase in Salary results in a decrease of 0.328 units in Productivity. This relationship could be that lower salaries may lead to dissatisfaction or dissatisfaction with the job, which can affect various aspects related to the dependent variable.

Lastly, the Training variable has a coefficient of 0.521, indicating that a one-unit increase in Training leads to an increase of 0.521 units in Productivity. These findings highlight the significance of appropriate Leadership Style, optimized Organizational Structure, improved Working Environment, competitive Salaries, and investment in Training to enhance Organizational Productivity.

Organizational Productivity can be estimated using the following regression equation:

$$\text{Organizational Productivity} = 0.792 - 0.360(\text{Leadership Style}) + 0.702(\text{Organizational Structure}) + 0.259(\text{Working Environment}) - 0.328(\text{Salary}) + 0.521(\text{Training})$$

4.6. Mediation Analysis

The provided output is from a sophisticated statistical analysis using the PROCESS_v4.2_beta procedure in SPSS. It explores mediation and moderation effects between predictor and outcome variables.

The analysis focuses on Affective Commitment, Normative Commitment, and Direct Performance as outcome variables, and Independent Variable and Moderator as predictors. This analysis provides insights into the mechanisms and conditional nature of relationships, aiding decision-making, and further research.

Below is a summary of the important information from the output:

Model: 4(mediation)

Y: OP (Organizational Productivity)

X: IV (Leadership style, Organizational structure, Working environment, Salary, and Training)

M1: A (Affective), M2: N (Normative)

Outcome variable:

A (Affective)

Table 4. 9: Mediation analysis of Model Summary for A(Affective)

R	R-sq	MSE	F	df1	df2	p
0.4087	0.1671	0.8718	20.458	1	102	0.000
Model						
	Coeff	se	t	p	LLCI	ULCI
constant	0.8659	0.4702	1.8416	0.0684	-0.0667	1.7985
IV	0.6683	0.1478	4.5231	0	0.3753	0.9614

Source: Own study (2023)

Outcome variable:

N (Normative)

Table 4. 10: Mediation analysis of Model Summary for N(Normative)

R	R-sq	MSE	F	df1	df2	p
0.69	0.476	0.2452	92.672	1	102	0
Model						
	Coeff	se	t	p	LLCI	ULCI
constant	0.8688	0.2494	3.484	0.0007	0.3742	1.3635
IV	0.7544	0.0784	9.6266	0	0.599	0.9099

Source: Own study (2023)

Outcome variable:

OP (Organizational Productivity)

Table 4. 11: Mediation analysis of Model Summary for OP (Organizational Productivity)

R	R-sq	MSE	F	df1	df2	p
0.6879	0.4733	0.2746	29.9479	3	100	0
Model						
	Coeff	se	t	p	LLCI	ULCI
constant	0.938	0.2792	3.3592	0.0011	0.384	1.492
IV	0.4493	0.1151	3.9032	0.0002	0.2209	0.6776
A	-0.0884	0.0684	-1.2925	0.1992	-0.2241	0.0473

Source: Own study (2023)

Total Effect Model

Total, Direct, and Indirect Effects of X(OP) on Y(IV)

Table 4. 12: Total, Direct, and Indirect Effects of X(OP) on Y(IV)

Total effect of X on Y					
Effect	se	t	p	LLCI	ULCI
0.7277	0.0872	8.3424	0	0.5547	0.9008
Direct effect of X on Y					
Effect	se	t	p	LLCI	ULCI
0.4493	0.1151	3.9032	0.0002	0.2209	0.6776
Indirect effect(s) of X on Y:					
		Effect	BootSE	BootLLCI	BootULCI
TOTAL		0.2785	0.0989	0.0855	0.475
A		-0.0591	0.0571	-0.1728	0.0577
N		0.3376	0.1184	0.0942	0.5652

Source: Own study (2023)

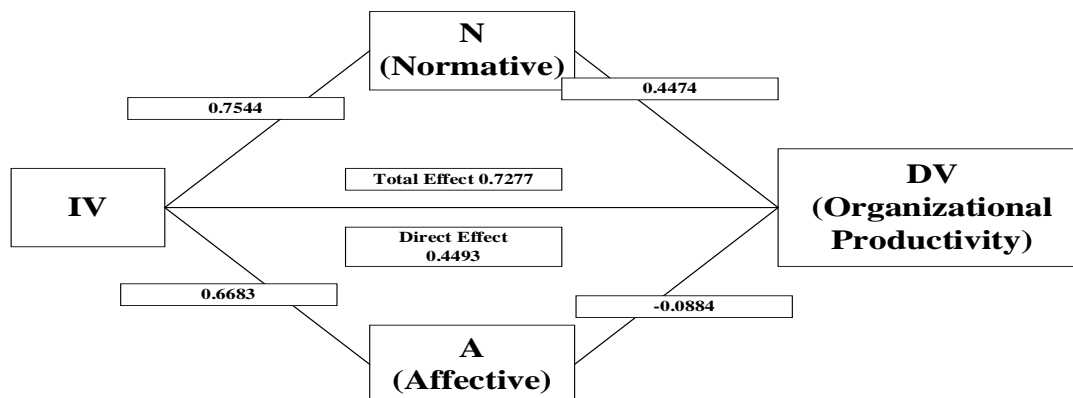
IV → A (Direct Effect), IV → N (Direct Effect)

IV → DP (Total Effect)

IV → A → DP (Indirect Effect), IV → N → DP (Indirect Effect)

These arrows represent the relationships between the variables in terms of the effects observed in the analysis and indicate the direction of the effect, with the values representing the magnitude of the effect.

Figure 4. 2: Total, direct and indirect result.



Source: Own study (2023)

Direct Effects: IV \rightarrow A: The direct effect of the independent variable (IV) on outcome variable A is not statistically significant ($p > 0.05$). The effect size is -0.0884. The direct effect of the IV on A is not statistically significant ($p > 0.05$), suggesting that there is no significant relationship between the IV and A. The effect size of -0.0884 indicates a small negative association, but it is not considered statistically reliable.

IV \rightarrow N: The direct effect of the IV on outcome variable N is statistically significant ($p < 0.05$). The effect size is 0.4474. The direct effect of the IV on N is statistically significant ($p < 0.05$), indicating a strong positive relationship between the IV and N. The effect size of 0.4474 suggests a moderate to large effect, implying that as the IV increases, N tends to increase as well.

Total Effect: IV \rightarrow OP: The total effect of the IV on the outcome variable OP is statistically significant ($p < 0.05$). The effect size is 0.7277. The total effect of the IV on OP is statistically significant ($p < 0.05$), indicating a significant overall relationship between the IV and OP. The effect size of 0.7277 suggests a moderate to large effect, indicating that the IV has a substantial impact on OP.

Indirect Effects: IV \rightarrow A \rightarrow OP: The indirect effect of the IV on OP through A is not statistically significant ($p > 0.05$). The effect size is -0.0591. The indirect effect of the IV on OP through A is not statistically significant ($p > 0.05$). This suggests that the relationship between the IV and OP does not occur through the mediating variable A.

IV \rightarrow N \rightarrow OP: The indirect effect of the IV on OP through N is statistically significant ($p < 0.05$). The effect size is 0.3376. The indirect effect of the IV on OP through N is statistically significant ($p < 0.05$), indicating that the relationship between the IV and OP partially occurs through the mediating variable N.

4.7. Hypothesis Testing

Based on the provided model coefficients from regression, the following can be inferred:

H1: There is a significant relationship between leadership style and organizational productivity (Beta = -0.409, $p < 0.05$). The negative coefficient suggests that as the leadership style increases, organizational productivity decreases.

H2: There is a significant relationship between organizational structure and organizational productivity (Beta = 0.684, $p < 0.05$). The positive coefficient indicates that as the organizational structure increases, organizational productivity also increases.

H3: There is a significant relationship between salary and organizational productivity (Beta = -0.354, $p < 0.05$). The negative coefficient suggests that higher salaries are associated with lower organizational productivity.

H4: There is a significant relationship between the working environment and organizational productivity (Beta = 0.281, $p = 0.05$). The positive coefficient indicates that a better working environment is associated with higher organizational productivity.

H5: There is a significant relationship between training and organizational productivity (Beta = 0.482, $p < 0.05$). The positive coefficient suggests that increased training is associated with higher organizational productivity.

Based on the provided Process MATRIX procedure results, the following can be inferred:

H6: There is a significant relationship between the Independent Variable (IV) and Affective (A). The total effect of IV on A is 0.2785 ($p < 0.05$), indicating a significant relationship.

H7: There is a significant relationship between the Independent Variable (IV) and Normative (N). The total effect of IV on N is 0.3376 ($p < 0.05$), indicating a significant relationship.

H8: There isn't a significant relationship between Affective (A) and organizational productivity (DP). The direct effect of A on DP is -0.0884 ($p > 0.05$), indicating no significant relationship.

H9: There is a significant relationship between Normative (N) and organizational productivity (DP). The direct effect of N on DP is 0.4474 ($p < 0.05$), indicating a significant relationship.

The results of the analysis provide compelling evidence that Leadership style, organizational Structure, Salary, Working Environment, and Training significantly impact Organizational Productivity. Furthermore, the Independent Variable (IV) demonstrates a significant influence on both Affective (A) and Normative (N). Although Affective (A) does not directly affect organizational productivity (DP), Normative (N) does exhibit a significant direct influence on organizational productivity (DP). These findings underscore the importance of considering

multiple factors, including leadership style, organizational structure, salary, working environment, and training, when striving to enhance organizational productivity.

Table 4. 13: Hypothesis Summarized Result

Hy	Relationship	Test	p-value	Status
<i>H1</i>	Leadership Style → Org. Productivity	Regression	<0.05	Supported
<i>H2</i>	Org. Structure → Org. Productivity	Regression	<0.05	Supported
<i>H3</i>	Salary → Org. Productivity	Regression	<0.05	Supported
<i>H4</i>	Working Env. → Org. Productivity	Regression	<0.05	Supported
<i>H5</i>	Training → Org. Productivity	Regression	<0.05	Supported
<i>H6</i>	IV → A (Affective)	Process Macro	<0.05	Supported
<i>H7</i>	IV → N (Normative)	Process Macro	<0.05	Supported
<i>H8</i>	A (Affective) → Org. Productivity	Process Macro	>0.05	Not Supported
<i>H9</i>	N (Normative) → Org. Productivity	Process Macro	<0.05	Supported

Source: Own study (2023)

4.8. Discussion of the Results

The discussion section provides an overview of different research studies and their findings related to leadership style, employee commitment, team performance, and their impact on organizational outcomes. It emphasizes the importance of effective leadership, employee commitment, and their positive influence on productivity.

The findings of the current study, summarized in the discussion, highlight the positive influence of leadership style, organizational structure, working environment, salary, training, affective commitment, and normative commitment on organizational productivity. It underscores the significance of cultivating effective leadership, establishing a supportive working environment, offering competitive salaries, and investing in employee training to enhance commitment and productivity. These factors contribute to higher levels of employee motivation, satisfaction, and performance, ultimately leading to organizational success.

The referenced studies, including Feng (2020) on leadership style, Hu (2020) and Schwepker (2021) on employee commitment, and Cai, Liu, and Li (2023) on team performance, provide empirical evidence supporting the discussed relationships. They support the findings of the current

study by highlighting the importance of effective leadership, employee commitment, and their positive impact on organizational outcomes.

These findings provide valuable insights for organizations aiming to enhance productivity. By focusing on effective leadership practices, organizational structure, working environment, salary, training, and fostering commitment, organizations can create a conducive environment that promotes productivity and overall success.

It is important to note that the study was conducted in the context of Yotta Software Lab PLC, and the findings should be interpreted within that specific organization. However, the implications and insights derived from this study can serve as a foundation for future research and inform practices in other organizations within the software industry or beyond.

In conclusion, the discussion section and the summary of the current study align with previous research findings, emphasizing the significance of leadership style, employee commitment, and their influence on organizational productivity. The cited references provide empirical support for the discussed relationships, further reinforcing the importance of effective leadership and committed employees in achieving organizational success.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter states the summary of the study findings. Based on the key findings conclusions and recommendations are drawn. The recommendations include interventions to improve organizational productivity and employee Commitment in the studied organization and pave the way for further studies.

5.1. Summary of Major Findings

The findings of the study have significant implications for understanding the factors that influence organizational productivity. The descriptive showed that Leadership Style (LS): Mean = 3.2308, SD = 0.80762 (Moderate rating with some variability), Organizational Structure (OS): Mean = 3.3596, SD = 0.69359 (Moderate rating with lower variability), Working Environment (WE): Mean = 3.0346, SD = 0.77105 (Moderate rating with some variability), Salary (S): Mean = 2.7865, SD = 0.76692 (Low rating with significant variability), Training (TR): Mean = 3.1942, SD = 0.65801 (Moderate rating with lower variability), Affective Commitment (A): Mean = 2.9519, SD = 1.01809 (Moderate rating with higher variability), Normative Commitment (N): Mean = 3.2236, SD = 0.68080 (Moderate rating with lower variability) and Organizational Productivity (OP): Mean = 3.7216, SD = 0.71148 (High rating with some variability)

The descriptive analysis reveals moderate levels of employee commitment and relatively high organizational productivity. Some factors, such as leadership style and organizational structure, show moderate ratings with lower variability. However, affective commitment and salary exhibit more diverse opinions among employees.

The correlation analysis revealed several significant relationships between factors related to employee commitment and organizational productivity. Leadership Style (LS) demonstrated a moderate positive association with Organizational Productivity (OP) ($r = 0.394$, $p < 0.01$), indicating that an effective leadership style contributes to higher productivity levels. Organizational Structure (OS) exhibited a strong positive correlation with OP ($r = 0.713$, $p < 0.01$), implying that a well-defined and efficient organizational structure is associated with increased productivity. The Working Environment (WE) displayed a strong positive relationship with OP ($r = 0.588$, $p < 0.01$), emphasizing the importance of a supportive and conducive work environment.

Salary (S) demonstrated a moderate positive association with OP ($r = 0.384, p < 0.01$), highlighting the significance of competitive compensation in driving productivity. Strong positive correlations were found between Training (TR) and OP ($r = 0.641, p < 0.01$), as well as between Normative Commitment (N) and OP ($r = 0.615, p < 0.01$), indicating that investments in training and fostering a sense of obligation among employees positively impact productivity.

These findings emphasize the critical role of various factors in influencing both employee commitment and organizational productivity. Effective leadership styles, well-defined organizational structures, supportive working environments, competitive salaries, and investments in training are all vital for enhancing productivity within the organization. The statistically significant correlations and their effect sizes highlight the magnitude of these relationships, ranging from weak to moderate to strong. By understanding and leveraging these factors, organizations can effectively improve employee commitment and drive overall productivity.

Furthermore, inter-factor relationships were identified, such as the strong positive correlation between LS and OS ($r = 0.709, p < 0.01$), underscoring the synergy between effective leadership and organizational structure. Similarly, a strong positive association was observed between OS and WE ($r = 0.581, p < 0.01$), emphasizing the interconnectedness of organizational structure and the working environment. Additionally, strong positive correlations were found between WE and S ($r = 0.684, p < 0.01$), as well as between S and TR ($r = 0.682, p < 0.01$), implying the importance of supportive working conditions and competitive salaries in facilitating training opportunities. A strong positive relationship was also observed between TR and Affective Commitment (A) ($r = 0.524, p < 0.01$), indicating that training initiatives contribute to fostering emotional attachment and commitment among employees. Finally, A and N exhibited a strong positive correlation ($r = 0.667, p < 0.01$), implying that emotional attachment and normative obligation are intertwined elements of employee commitment.

The regression model further substantiates the relationships between the predictor variables and Organizational Productivity. The strong positive correlation coefficient ($R = 0.815$) indicates a significant and positive relationship between the predictor variables (Training, Working Environment, Salary, Organizational Structure, Leadership Style) and Organizational Productivity. Approximately 66.5% of the variability in Organizational Productivity can be accounted for by these predictors (R Square), demonstrating their substantial influence.

The adjusted R Square value of 0.648 implies that about 64.8% of the variance can be explained while considering the number of predictors in the model, providing a robust understanding of the factors driving productivity. The low standard error of the estimate indicates a close fit between the observed and predicted values, while the absence of significant autocorrelation in the residuals confirms the reliability of the model's results.

The findings imply that a combination of effective leadership styles, optimized organizational structures, supportive working environments, competitive salaries, and investments in training can significantly impact Organizational Productivity. Organizations can utilize these insights to develop strategies aimed at enhancing employee commitment and improving productivity levels.

5.2. Conclusion

These results highlight the importance of leadership style, organizational structure, working environment, salary, training, affective commitment, and normative commitment in driving organizational productivity. The importance of leadership style, organizational structure, working environment, salary, training, affective commitment, and normative commitment in driving organizational productivity cannot be understated. These factors have a significant impact on the overall performance and success of an organization.

This study provides empirical evidence supporting the positive influence of leadership style, organizational structure, working environment, salary, training, affective commitment, and normative commitment on organizational productivity. The findings emphasize the importance of cultivating an effective leadership style, establishing a well-defined organizational structure, providing a supportive working environment, offering competitive salaries, and investing in employee training. These factors contribute to higher levels of employee commitment and ultimately enhance organizational productivity. Organizations should focus on fostering positive work environments and promoting employee satisfaction to drive performance and achieve success.

5.3. Recommendation

Based on the findings of the study, the following recommendations can be made to enhance organizational productivity:

- **Leadership Development Programs** This study found that effective leadership styles positively influence organizational productivity. Therefore, Organizations might find it beneficial to prioritize investments in leadership development programs, training, and coaching to elevate leadership skills. Such endeavors could encompass engaging workshops, mentorship opportunities, and specialized courses, all designed to equip leaders with the essential tools for effectively inspiring and motivating employees.
- **Organizational Structure Evaluation:** The study findings indicate that optimizing the organizational structure can have a significant impact on productivity. To capitalize on this correlation, it is recommended that organizations regularly evaluate and refine their organizational structure to ensure clarity in roles, responsibilities, and communication channels.
- **Employee Well-being Initiatives:** The study found that a supportive and conducive working environment plays a crucial role in driving productivity. To leverage this finding, it is recommended that organizations prioritize employee well-being and implement policies and programs that promote a healthy work-life balance, employee health, and mental well-being.
- **Compensation Review:** The study found that competitive compensation plays a significant role in influencing productivity levels. To leverage this finding, it is recommended that organizations conduct regular reviews of their compensation strategies. This ensures that employees' salaries are competitive and aligned with market standards.
- **Training and Development Opportunities:** The study found that there is a strong positive correlation between training and productivity. To capitalize on this relationship, it is recommended that organizations invest in training programs to improve employees' skills, knowledge, and abilities. By providing ongoing training and development opportunities, organizations can ensure that employees are equipped with the necessary competencies to perform their roles effectively.
- **Continuous Evaluation and Monitoring:** Continuously evaluate and monitor the factors influencing organizational productivity to identify areas for improvement. Regularly assess the effectiveness of implemented initiatives and adjust as necessary to ensure ongoing productivity enhancement.

- **Leadership Role Modeling:** Leaders can inspire others by leading by example and embodying the desired values and behaviors that contribute to productivity. This includes demonstrating strong work ethics, effective communication, and promoting a positive work culture.

It is important to note that these recommendations are tailored to the specific context of Yotta Software Lab PLC based on the study findings. The organization should consider conducting further research and ongoing monitoring of employee commitment and productivity to refine and validate these recommendations over time.

5.4. Direction for Future Research

Future research could consider longitudinal designs or extended observation periods to provide a more comprehensive understanding of the dynamic nature of employee commitment and its impact on organizational productivity. By addressing this limitation, researchers can gain insights into the long-term effects and trajectories of commitment, enabling organizations to develop more effective strategies for enhancing productivity over time.

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APPENDENCE

Appendix A: Mediation Matrix Analysis procedure

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model: 4
Y: DP
X: IV
M1: A
M2: N

Sample
Size: 104

OUTCOME VARIABLE:
A

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4087	.1671	.8718	20.4580	1.0000	102.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.8659	.4702	1.8416	.0684	-.0667	1.7985
IV	.6683	.1478	4.5231	.0000	.3753	.9614

OUTCOME VARIABLE:
N

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6900	.4760	.2452	92.6720	1.0000	102.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.8688	.2494	3.4840	.0007	.3742	1.3635
IV	.7544	.0784	9.6266	.0000	.5990	.9099

OUTCOME VARIABLE:
DP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6879	.4733	.2746	29.9479	3.0000	100.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	.9380	.2792	3.3592	.0011	.3840	1.4920
IV	.4493	.1151	3.9032	.0002	.2209	.6776
A	-.0884	.0684	-1.2925	.1992	-.2241	.0473
N	.4474	.1289	3.4700	.0008	.1916	.7032

***** TOTAL EFFECT MODEL *****
 OUTCOME VARIABLE:
 DP

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.6369	.4056	.3038	69.5958	1.0000	102.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	1.2502	.2776	4.5039	.0000	.6996	1.8008
IV	.7277	.0872	8.3424	.0000	.5547	.9008

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y	Effect	se	t	p	LLCI	ULCI
	.7277	.0872	8.3424	.0000	.5547	.9008

Direct effect of X on Y	Effect	se	t	p	LLCI	ULCI
	.4493	.1151	3.9032	.0002	.2209	.6776

Indirect effect(s) of X on Y:	Effect	BootSE	BootLLCI	BootULCI
TOTAL	.2785	.1008	.0776	.4769
A	-.0591	.0548	-.1700	.0538
N	.3376	.1196	.0864	.5662

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
 95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
 1000

----- END MATRIX -----

Appendix B: Questionnaire



St. Mary's University

School of Business

Questionnaire

Introduction

This questionnaire is designed to assess the relationship between employees' commitment and its impact on organizational productivity in Yotta Software Lab PLC. The questionnaire focuses on various factors such as leadership, organizational structure, working environment, salary, and training and development, and how they contribute to increased productivity, reduced wastage of resources, retention of personnel, customer satisfaction, and high achievement. The questionnaire will consist of two parts; Part A will be focused on demographic information of the respondents and Part B will assess their opinions about the variables in question. Your response to the questionnaire will be confidential and will be used for research purposes only.

Part A: Demographic Information

1. What is your Gender? ☐ Male ☐ Female
2. What is your highest educational qualification?
☐ Diploma ☐ First Degree ☐ master's degree ☐ Ph.D.
☐ Others
3. What is your job position in Yotta Software Lab PLC?
☐ Junior Employee ☐ Senior Employee ☐ Middle Manager
☐ Senior Manager ☐ Executive
4. How long have you been working in Yotta Software Lab PLC?
☐ Less than 1 year ☐ 1-2 year ☐ 3-4 year ☐ 5 and above

Part B: Opinions about Employees' Commitment and its Impact on Organization Productivity

State your opinion by using the following scale 1 = Strongly Disagree, 2 = Disagree, 3 = Moderate, 4 = Agree and 5=Strongly Agree

1. Leadership Style

Seq.	Statements	Scale				
		1	2	3	4	5
LS1	Your supervisor provides you with clear guidance and direction					
LS2	Your supervisor supports your professional growth and development					
LS3	Your supervisor is approachable and easy to communicate with					
LS4	Your supervisor motivates you to perform better					
LS5	Your supervisor recognizes and rewards your contributions to the company					

2. Organizational Structure

Seq.	Statements	Scale				
		1	2	3	4	5
OS1	The organizational structure of Yotta supports effective communication and collaboration among employees					
OS2	The organizational structure of Yotta is flexible and adaptable to changing circumstances					
OS3	The organizational structure of Yotta is transparent and fair					
OS4	The organizational structure of Yotta supports the development of new ideas and innovations					
OS5	The organizational structure of Yotta provides you with clear career growth opportunities					

3. Working Environment

Seq.	Statements	Scale				
		1	2	3	4	5
WE1	The working environment at Yotta is safe and healthy					
WE2	The workspace is well-maintained and equipped with the necessary resources					
WE3	The working environment at Yotta supports effective communication and collaboration among team members					
WE4	The working environment at Yotta is inclusive and supportive of diversity					
WE5	The working environment at Yotta is free from discrimination and harassment					

4. Salary

Seq.	Statements	Scale				
		1	2	3	4	5
S1	Your salary is competitive with industry standards					
S2	Your salary is fair and Equity					
S3	Your salary can adequately cover your living costs.					

S4	The salary offered by Yotta is a motivator for you to work harder and increase your productivity					
S5	The salary offered by Yotta is a factor in your decision to stay with the company long-term					

5. Training

Seq.	Statements	Scale				
		1	2	3	4	5
TR1	Yotta provides sufficient training opportunities for employees					
TR2	The training programs at Yotta are relevant to my job responsibilities					
TR3	The training programs at Yotta have improved my skills and knowledge					
TR4	The training programs at Yotta are effectively designed and structured					
TR5	The training programs at Yotta have positively impacted my productivity					

6. Affective

Seq.	Statements	Scale				
		1	2	3	4	5
A1	I would be very happy to spend the rest of my career with this organization.					
A2	I genuinely feel that this organization's problems are my own.					
A3	This organization holds significant personal meaning for me					
A4	I don't have a strong sense of belonging to my organization.					

7. Normative

Seq.	Statements	Scale				
		1	2	3	4	5
N1	I feel a strong moral obligation to stay with my organization.					
N2	Loyalty to my organization is an important value to me.					
N3	I would find it morally wrong to leave my organization in its time of need.					
N4	I feel a duty to support my organization and contribute to its success.					

8. Organizational Productivity

Seq.	Statements	Scale				
		1	2	3	4	5
OP1	Committed employees willingly take on extra tasks, boosting productivity.					
OP2	Employee ownership and loyalty enhance productivity.					
OP3	I actively seek opportunities to develop my skills and contribute more effectively to the organization's productivity.					
OP4	Strong employee commitment enhances workplace efficiency and effectiveness.					