AN EVALUATION OF FACTORS INFLUENCING EMPLOYEE ORGANIZATIONAL COMMITMENT IN THE NON-GOVERNMENTAL SECTOR IN ZIMBABWE

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DEDICATION

This dissertation is dedicated to Shingirai Zanovhi my wife, and my children Princess and Tatenda for endurance and encouragement
DECLARATION

I, Prince Zanovhi, do hereby declare that this dissertation is the result of my own investigation and research, except to the references and the comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

Signed (Prince Zanovhi)     Date

Supervisor (Dr. M. Sandada)     Date
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ABSTRACT

The study sought to determine the factors that influence employee organizational commitment in the non-governmental organizations in Zimbabwe. Globalization, economic challenges, political uncertainty, technological changes are some of the factors putting pressure on organizations the world over and also in Zimbabwe. The environmental challenges have brought in a difficult business environment for businesses to operate in. These challenges have also affected the level of employee commitment in the NGO sector in Zimbabwe.

The main aim of this study was to determine the factors that influence employee organizational commitment in the NGO sector in Zimbabwe. The objectives of the study were to;

- To evaluate the influence of teamwork on employee organizational commitment
- To investigate the influence of organizational support on employee organizational commitment
- To evaluate the influence of employee empowerment on organizational commitment
- To investigate the influence of employee relationships on employee organizational commitment

There is a gap on the studies on factors influencing employee organizational commitment in Zimbabwe in the NGO sector hence the study. The study therefore sought to establish the factors influencing employee organizational commitment in the NGO sector in Zimbabwe. A quantitative survey approach was used on 200 employees in the NGO sector in and around Harare, selected according to simple random sampling. The response rate from a sample of 200 employees in the NGO sector was 49%.

The objective of the study which was to determine the factors that influence employee organizational commitment in the NGO sector in Zimbabwe was achieved as
respondents confirmed that that employee organizational commitment is affected by team work, organizational support, employee empowerment and employee relationships.

The findings suggest that organizational commitment is an equally important area to management in the NGO sector as it is to profit making organizations. Employee organizational commitment is enhanced by organizational support to employees, employee empowerment, team work and by allowing an enabling environment that promotes positive employee relations. It is recommended that management develops an exchange relationship with employees that foster a positive reciprocity between the two parties. Managerial support for employees plays a vital role in employee organizational commitment. Employees should be empowered by allowing them to be innovative, creative and to perform new tasks. Team working in crucial in employee organizational commitment as it motivates employees to remain in the organization.
# TABLE OF CONTENTS

## CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction ................................................................. 1
1.2 Background to the study .................................................. 2
1.3 Problem statement .......................................................... 4
1.4 Research objectives ....................................................... 6
1.5 Research questions ....................................................... 6
1.6 Hypothesis /research proposition ....................................... 7
1.7 Justification and significance of the research .......................... 8
1.8 Scope of reserach ............................................................ 9
1.9 Limitations of the study .................................................... 9
1.10 Chapter summary .......................................................... 10

## CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction ................................................................. 11
2.1.1 Industry analysis ....................................................... 11
2.2 Literature Review .......................................................... 13
2.3 Existing models/Frameworks and key concepts ......................... 15
2.3.1 Teamwork ............................................................... 17
2.3.2 Organizational Support ............................................... 19
2.3.3 Employee Empowerment ............................................. 21
2.3.4 Employee Relations ................................................... 22
2.3.5 Employee Organizational Commitment ............................ 23
2.4 Conceptual Framework and hypothesis ................................ 26
2.4.1 Conceptual Framework ............................................... 26
2.4.2 Teamwork and Organizational Commitment ...................... 27
2.4.3 Organizational Support and Organizational Commitment ...... 29
2.3.4 Employee Relations and Organizational commitment .......... 31
2.3.5 Employee empowerment and Organizational commitment ....... 32
2.3.6 Chapter Summary ...................................................... 34

## CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction ................................................................. 36
3.2 Recap of problem statement .............................................................. 36
3.3 Methodological framework................................................................. 37
3.4 Research design.................................................................................... 37
3.5 Research philosophy.......................................................................... 39
  3.5.1 Positivism .................................................................................... 39
  3.5.2 Interpretivism ............................................................................... 39
  3.5.3 Realism......................................................................................... 40
3.6 Research approaches........................................................................... 40
3.8 Research Instrument............................................................................ 44
3.9 Population and Sample........................................................................ 44
  3.9.1 Target Population ....................................................................... 44
  3.9.2 Sampling Method......................................................................... 45
3.10 Measurement Instrument and Questionnaire Design........................... 46
3.11 Data Analysis...................................................................................... 47
3.12 Validity and Reliability...................................................................... 47
  3.12.1 Reliability as stability ................................................................. 48
  3.12.2 Reliability as Equivalence .......................................................... 48
3.13 Ethics and Values.............................................................................. 49
3.14 Chapter Conclusion............................................................................ 50

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS ............... 51
4.1 Introduction ............................................................................................ 51
4.2 Response rate ....................................................................................... 51
  4.3.1 Gender of respondents ................................................................. Error! Bookmark not defined.
  4.3.2 Age of respondents ...................................................................... 53
  4.3.3 Employment type of the respondents ............................................ 54
  4.3.4 Position and Experience of the respondents ................................ 55
  4.3.5 Educational background of respondents ...................................... 57
4.5 Factor Analysis ..................................................................................... 59
  4.5.1 Measuring sampling adequacy of factors .................................... 59
  4.5.2 Factor extraction ......................................................................... 59
4.6 Reliability .............................................................................................. 62
4.7 Correlation Analysis ........................................................................................................ 63
4.7.1 Team work and Organisational commitment .......................................................... 63
4.7.2 Organisational support and organisational commitment ........................................ 64
4.7.3 Employee relations and organisational commitment .............................................. 65
4.7.4 Employee empowerment and organisational commitment ...................................... 65
4.8 Regression Analysis ......................................................................................................... 66
4.9 Conclusion ...................................................................................................................... 68

CHAPTER FIVE: CONCLUSION, RECOMMENDATIONS AND FURTHER RESEARCH........... 70
5.1 Introduction ................................................................................................................... 70
5.2 Conclusion ................................................................................................................... 70
5.3 Answer to research Questions/Discussion of objectives .............................................. 70
5.4 Discussion of the main argument ............................................................................... 74
5.5 Theoretical Contribution .......................................................................................... 74
5.6 Policy recommendations ............................................................................................ 74
5.7 Managerial recommendations .................................................................................... 75
5.9 Research limitations .................................................................................................... 76
5.10 Areas of further research .......................................................................................... 77
REFERENCES ................................................................................................................... 78
APPENDICES .................................................................................................................... 85
1.1 REQUEST AND CONSENT LETTER ........................................................................ 85
QUESTIONNAIRE .............................................................................................................. 87
LIST OF TABLES

Table 3.1 Research types................................................................. 38
Table 3.2 Comparison of Quantitative and Qualitative research approaches........ 41-42
Table 3.3 Difference between quantitative and qualitative approaches.............. 43
Table 4.1 Age profile of respondents.............................................. 54
Table 4.2 Current position and experience of respondents.......................... 56
Table 4.3 Educational background of respondents.................................. 57
Table 4.4 Normality of test of the sample.......................................... 58
Table 4.5 Measure of sampling adequacy.......................................... 59
Table 4.6 Extracted factors in rotated format...................................... 60-61
Table 4.7 Reliability Statistics......................................................... 62
Table 4.8 Correlation Analysis of results.......................................... 63
Table 4.9 Regression between the independent variables and
organizational commitment............................................................ 66
Table 5.1 Hypotheses Testing and outcomes....................................... 73
LIST OF FIGURES

Figure 1.1 Conceptual Framework Model .................................................. 7
Figure 2.1 Conceptual framework model ................................................. 27
Figure 4.1 Response rate ....................................................................... 52
Figure 4.2 Gender distribution of respondents ....................................... 53
Figure 4.3 Employment type .................................................................... 55
LIST OF ABBREVIATIONS

AIDs   Acquired Immune deficiency syndrome
HIV    Human Immune deficiency virus
ICT    Information Communication Technologies
NANGO  National Association for Non-governmental organizations
NGOs   Non-governmental Organizations
ODA    Official development assistance
PESTLE Political, Economic, Social, Technological, Legal and Environmental
CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

Organizational researchers and managers pay special attention to employees’ organizational commitment based on the belief that organizations with committed employees achieve superior long-term performance (Fu, Bolander and Jones, 2009). In today’s environment for organizations to perform well employees must be committed to the organization’s objectives. According to Kashefi et al (2013) in today’s dynamic and competitive business environment, organizations are focusing on making efforts to enhance employee commitment. The reason is that the performance of any organization is affected by how committed its workforce is to the organization (Dordevic, 2004). Therefore, nowadays the most important sources of competitive advantage in organizations, is committed, motivated and conscientious employees (Goudarzvandchegini and Kheradmand, 2013). Employees that are not highly committed to the organization are most likely not going to perform well(Ghorbanhosseini, 2012). Low levels of employee commitment are associated with high turnover(Wiswell et al. 2003). High employee turnover may be a source of competitive disadvantage as the organization is forced to recruit and train new staff from time to time. In order to ensure that employees are committed to their organizations, it is imperative to know the drivers to employee commitment.

There are several factors that influence the commitment of employees to their organizations(Ghorbanhosseini, 2012). Teamwork (Ghorbanhossein, 2012 ), employee relationships(Ahmed et al. 2012), organizational support (LaMastro, 1999), (Eisenberger et al. 1990), and employee empowerment (Naqvi et al. 2011) are some of them. Non-governmental organizations in Zimbabwe that are seeking strategies to help improve organizational commitment in their workforce, should address these key factors. If these factors are addressed, employees will be willing to remain in the organizations. Employee commitment is high in organizations where there is teamwork (Ahmed et al. 2012), where employees have good working relationship, where there is organizational
support (Dawley et al. 2007) and where employees perceive that they are being empowered (Insan et al. 2013). Therefore, in order to ensure employee commitment NGOs need to move from control oriented to committed-oriented work practices by addressing these factors (Bhatnagar, 2005).

1.2 Background to the study

According to Kia and Emami (2013) the environment in which organizations are operating under especially in this century is changing very fast. There are a number of challenges that have been brought forward by changes in technology, changes in the global economy, changes in political affairs, changes in climate and also legal changes (Bashir and Ramay 2008). All these have brought about a dynamic environment which is very difficult to operate in especially for business. These changes have brought with them a number of opportunities and threats (Liu, Fellows and Chiu, 2006). It therefore calls that every organizational be responsive to these changes, failure of which it may be overtaken by these events.

Business decisions should therefore be made taking into cognizance all these changes. Decision making in organizations should be driven by these changes in political affairs, economic changes, economic and social factors. Management should not be reactive but rather be pro-active to these changes that are taking place in the global economy. There is generally political instability in the world. We have witnessed social unrest arising from economic challenges that is affecting the global economy (Hawkins, 2012). The world over the employee is stressed and this is no exception to non-governmental organizations in Zimbabwe. In Zimbabwe civil servants have been engaging the government since 2009 on the formation of the government of National Unity to date for a better wage (Herald, 2014). That generally is the trend across all the sectors of the economy in Zimbabwe. In the non-governmental organizations sector the problems are the same. In times of changes employee organizational commitment becomes crucial and it should take priority for management (Dordevic, 2004).
Initiatives to improve organizational performance are compromised when employees lack commitment no matter how much an organization invests in technology and investment resources. In the last two decades economies have opened up to globalization (Insan et al. 2013; Doughty n.d.; Scheible and Bastos 2012; Kashefi et al. 2013; Alhaji and Fauziah 2012; Cropanzano and Mitchell 2005; Kia and Emami 2013). The world is now one village. International economic influences are having an increasingly important impact on managerial decision making. The slowdown in the global economy has also affected small countries like Zimbabwe. Organizations and governments must respond to these changes to survive (Hawkins, 2012). As the global economy is now a village management is faced with challenges. They need to think globally. Employees have access to labor markets that were difficult to explore before. This means a local organization is competing with big players in the global economy for workforce. This calls that management place employee commitment to the organization as key. Teamwork (Ghorbanhosseini 2013a; Judeh 2011; Ghorbanhosseini 2013b; Nguyen et al. 2014a; Ghorbanhosseini 2012; Greenberg and Sikora n.d.; Nguyen et al. 2014b), employee relationships (Ghorbanhosseini 2012; Jaros 2007; Ahmed et al. 2012), organizational support (Ahmed et al. 2012; Uçar and Ayse 2010; Naqvi et al. 2011; Rhoades and Eisenberger 2002) and employee empowerment (Cunningham and Hyman 1996; Nykodym et al. 1994; Coleman 1996; Greasley et al. 2008; Doughty n.d.; Boudrias et al. 2009) are very crucial as they relate to organizational commitment. Organizations in Zimbabwe including non-governmental organizations are losing skilled and qualified people to rich and developed countries. Zimbabwe has been hard hit by brain drain and employee organizational commitment is crucial in addressing the brain drain.

Globalization and the pressure for innovation as means of survival have changed the psychological contract between organizations and their employees(Scheible and Bastos 2012). According to Nussbaum as cited in (Scheible and Bastos 2012), workers today do not expect to develop their careers in only one organization. Cooper-Hakim as cited
in (Scheible and Bastos 2012) estimates an average of five changes of organization throughout a career. Since it is no longer possible to secure jobs, companies attempt to ensure employability and, to that end, invest in developing their people to enhance their potential mobility. This ultimately generates a paradox because companies must also retain the talents they need (Scheible and Bastos 2012).

1.3 Problem statement

Employee organizational commitment is an area important to management especially in this century. Research has shown that when employees are committed they are more likely to engage in organizational citizenship behaviour (Cropanzano and Mitchell 2005), higher job performance (Cropanzano and Mitchell 2005), and reduced absenteeism (Wikhamn and Hall 2012). The environment that organizations are operating in requires that the organization invest in employee commitment. This is because the organizational support theory suggests that the general beliefs employees form about how much the organization values their contributions aid in employees developing a reciprocity norm to care about the organization and help it achieve its goals. The norm of reciprocity, specifically its underlying obligation feeling, has been used as a basis of explaining the relationship between perceptions of support and employees’ affective commitment (Wikhamn and Hall 2012; Cropanzano and Mitchell 2005; Eisenberger et al. 1990). The organization must know what affects employee commitment. There are so many changes that are being driven by the environment in which organizations are operating. All organizations must adapt to new business environment if they are to survive. These changes often involve re-organization which affects employees in many ways consequently; the employees have begun to re-evaluate their commitment and relationship with organizations (Dordevic, 2004).

It is important for the non-governmental organizations in Zimbabwe to understand factors influencing organizational commitment so that they focus on ensuring that those factors that affect employee commitment are known. Many authors indicate that
employees' organizational commitment is an important issue, because it may be used to predict employees' performances, absenteeism and other behaviors (Dordevic, 2004). Also, organizations value commitment among their employees because it is assumed that committed employees engage in extra-role behaviors, such as creativeness or innovativeness (Faisal and Al-esmael 2014). There is a lot of studies that have been done on the factors influencing organizational commitment focusing on other sectors. For example Cohen and Veled-Hecht (2011) did a study on the relationship between organizational socialization and commitment in the workplace among employees in nursing care facilities. Ghorbanhosseini (2013) studied the effect of organizational culture, teamwork and organizational development on organizational commitment in SAFA industrial group. The bulk of the research on factors influencing organizational commitment has been outside Zimbabwe. Also there are few studies on the non-governmental organizations in Zimbabwe. This study therefore seeks to fill in this gap.

In Zimbabwe recently a number of non-governmental organizations have downsized, some have closed owing to lack of financial resources. There is generally donor fatigue. Funding organizations, governments, and individuals that ordinarily provide financial resources to NGOs in Zimbabwe are not forthcoming. Their economies are struggling or recovering from the global recession. Therefore, there has been stiff competition in accessing resources (financial) from these sponsors or donors. As a result of these challenges it is now very important that NGOs in Zimbabwe retain committed workforce to sustain its competitive advantage. Non-governmental organizations in Zimbabwe need a committed workforce that is able to deliver quality programs in the communities that they operate to convince donors on their capacity to deliver. Commitment of employees therefore becomes crucial in achieving the desired goals. Otherwise an uncommitted workforce disadvantages an organization as it compete with other NGOs in accessing funding.
1.4 Research objectives

The overall objective of this study is to determine the factors that influence employee organizational commitment in the NGO sector in Zimbabwe.

1.4.1 The sub-objectives were formulated as follows:

- To evaluate the influence of teamwork on employee organizational commitment
- To investigate the influence of organizational support on employee organizational commitment
- To investigate the influence of employee relationships on employee organizational commitment
- To evaluate the influence of employee empowerment on organizational commitment

1.5 Research questions

The major question of this study was to establish “What are the factors influencing employee organizational commitment in the NGO sector in Zimbabwe”

The following are sub questions that are formulated in this study:

1. To what extent is the relationship between teamwork and organizational commitment?
2. Does organizational support influence organizational commitment?
3. Can employee empowerment influence organizational commitment?
4. To what extent do employee relations influence organizational commitment?
1.6 Hypothesis /Research proposition

Conceptual research model

Figure 1.1 Conceptual Framework Model
Based on the above conceptualized model the following hypotheses are developed:

**H1**: Teamwork has a significant positive effect on organizational commitment

**H2**: Organizational support has a significant positive effect on organizational commitment

**H3**: Employee empowerment has a positive effect on organizational commitment

**H4**: Employee relations have a positive effect on organizational commitment

1.7 Justification and significance of the research

This study contributes to the literature on organizational commitment by providing information on how teamwork, relations, organizational support and employee empowerment influences employee commitment. Employee organizational commitment can be useful on measuring how well management is doing in taking care of the human asset. Organizational commitment is a dynamic and reciprocating notion (Dordevic 2004). That means that if employees are loyal to their organization, they expect their organization to be committed to them (Ahmed et al. 2012). It therefore means that an organization which does not consider the commitment of its employees will have employees that are not committed to its vision, mission and goals. There are many negative results that emanate from employees that lack organizational commitment. According to Morrow as cited in (Cohen and Veled-hecht 2010) lack of commitment has been mentioned as an reason for employee absenteeism, turnover, reduced effort, theft, job dissatisfaction, and reluctant to be relocated. Any organization will therefore need to know commitment of its workforce to its cause.
It is expected that this research will explore the relationship that exists between organizational commitment and factors such as teamwork, relations, organizational support and empowerment. This is expected to help researchers better understand the relationship between teamwork, organizational support, relations and empowerment on organizational commitment. This research will further provide guidance for measuring and improving employee organizational commitment in organizations and facilitate further study in the area.

Some scholars have argued that due to changes in the area of business such as minimizing and merging companies together, the effect of organizational commitment on other prominent variables in management area such as leaving (quitting) job, absence, and performance has decreased and therefore it is useless to examine it. But, some other researchers have not accepted this point of view and they believe that organizational commitment has not lost its importance and can still be subject to research (Kashefi M A, 2013). There is a knowledge gap in available literature on organizational commitment.

1.8 Scope of research

This study will examine the relationship between teamwork, relations, organizational support, employee empowerment and organizational commitment in the non-governmental organizations in Zimbabwe. All levels of employees are to be engaged in this survey. This is to ensure a thorough study on the subject matter. It also ensures that we have representation of everyone in the non-governmental organizations.

1.9 Limitations of the study

The research limitations are access to information, availability of enough resources and time constraint. One of the challenges that were faced by the researcher in this study was access denial. In some instances the researcher was denied access to respondents in certain NGOs. In this study a questionnaire was used to collect data and
non-governmental employees which were the respondents in this study usually works out of their workstations in the communities. It was difficult to find them in their offices. As a result of this, there was a possibility of a low response rate. In order to avoid the problem of low response rate the researcher increased the number of potential respondents. The study was also limited to respondents in Harare and surrounding areas to avoid low response rate and the costs of travelling across the whole country. The sample size of two hundred was small and with a bigger sample a good representative could have been obtained and thereby ensuring an adequate level of accuracy. The list of the entire population for this study was not available. It was difficult to find the entire list of the target population. Some of the potential respondents were also reluctant to participate as they viewed the process with suspicion.

1.10 Chapter summary

The purpose of this study was to determine the factors influencing organizational commitment in the non-governmental sector in Zimbabwe. The chapter began by describing the background, problem statement, the research objectives and the significance of the research. Chapter two was a review of relevant literature that is available on the subject matter. Chapter three explained the research methodology for the study. In Chapter four findings were presented and discussed and Chapter five was a conclusion of the study together with recommendations.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Chapter 1 explored the background to and the objectives for this study, with specific reference to factors affecting organizational commitment. In this chapter the concept of organisational commitment is explored in more detail. The discussion includes the following aspects; theoretical background, definition of the concept, adopted model for this study, dimensions of organizational commitment, factors affecting employee commitment, and the effects of commitment.

Literature review is a detailed and justified analysis and commentary of the merits and faults of the literature within a chosen subject, which shows understanding with what is already known about a chosen topic (Saunders, Lewis and Thornhill, 2009). This chapter reviews literature related to the research problem in order to achieve the research objectives. Firstly it identifies and investigates the research issues that are fundamental to the research. Secondly, it shows the path of prior research and demonstrates how this research relates to existing body of knowledge (Neuman, 2010). It also seeks to construct the theoretical framework that guides the researcher in this research. It also seeks to identify the gaps existing in the current body of knowledge.

2.1.1 Industry analysis

A broad understanding of the external environment assists management in responding to issues that arise before they negatively impact on the strategy and thereby allow for effective enterprise risk management processes. Strategic decisions are crafted in line with the conditions prevailing in the external environment (PESTLE). In addition, management scan on a regular basis the external environment responding appropriately for example by making the necessary adjustments.
Political Factors: Zimbabwe is characterized by a hostile political environment that negatively affects operations of non-governmental organizations. The government has an indigenization and Economic Empowerment Policy which has created discord even among ministers. There is a new constitution in place which is however still to be implemented in full. There has been a reduced funding stream due to donor fatigue with many non-governmental organizations closing offices or relocating.

Economic Factors: Managed, interest rates, exchange rates and the inflation rate and hence some exchange losses and gains were realised before the Government of National unity. Monetary Policy that affects the banking accounts of the NGO issues for example, cash resources for NGO were frozen by the Reserve Bank of Zimbabwe and therefore not available for their programming needs. The country is crippled by de-industrialisation and NGOs are one of main employers within the economy. Funding is constrained by the global recession and this has affected availability of resources as funding depends on the goodwill of donors. There is lack of trust by the donor community resulting in reduced assistance.

Social Factors: There has been generally deterioration in basic services such as health and education. The infrastructure is now old and inaccessible. In some communities there are negative cultural and religious attitudes which have been affecting different communities. Some communities have religious attitudes and negative cultural attitudes which promote social ills. HIV/AIDS has had a huge impact as in many communities we have child headed families.

Technological Environment: Expensiveness of Information Communication Technology (ICT). There are connectivity challenges related to the international gateway thus the organisation ended changing service providers. There are also internal technology failures.
Environmental Factors: There have been recurrent droughts in Zimbabwe which has been calling for increased food aid from the donor community. The government has not been able to provide food requirements of the entire nation. The non-governmental organizations have been instrumental in providing food to the people of Zimbabwe. This means that they have been an important partner to the government of Zimbabwe.

Legal Factors: Zimbabwe recently adopted a new constitution. There are proposals to amend employment laws. The non-governmental organizations must have policies that comply with relevant local statutes. Workplace policies must accommodate people from all backgrounds, in other words the policies should not be discriminatory.

Scanning of the environment is essential. A broad understanding of the environment helps management in crafting of strategy. Strategic decisions are crafted in line with conditions prevailing in the external environment. It helps management as it responds to employee commitment. The environment assists management on how to respond to issues of employee commitment. In order to achieve the mission and goals, non-governmental organizations needs to craft management approach to ensuring that employees are committed to the organization.

2.2 Literature Review

One of the advantage features of an organization over other organizations is having dedicated and committed workforce (Ghorbanhosseini, 2013a). According to Ghorbanhosseini (2013) commitment causes improved profitability and reduced service abandonment and leads to increased efficiency and improvement and increased service quality by influencing personnel performance. The concept organizational commitment has grown in popularity in the literature on industrial and organizational psychology (Eisenberger, Fasolo and LaMastro, 1990; Ghorbanhosseini 2012). Early studies on organizational commitment viewed the concept as a single dimension, founded on an attitudinal angle, taking on identification, involvement and loyalty (Scheible and Bastos...
Organizational commitment begins when an employee starts to be identified with a particular organization (Ghorbanhossein, 2012), (Allen and Meyer, 1990). In other words, organizational commitment starts when one starts to believe into the mission, the values and goals of the organization (Ghorbanhossein, 2012). It commences when employees devote their energies into meeting the organization’s objectives.

According to (Filstad, 2011) organizational commitment as an attachment to the organization, characterized by an intention to remain in it, an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf (Finegold et al. 1999; LaMastro, 1999; Fu et al. 2009). Individuals are concerned with how much an organization values their own values and goals and how they relate to that of the organization as part of organizational commitment, therefore it is considered to be the linkage between the individual employee and the organization (Cropanzano and Mitchell, 2005)

Organizational commitment is defined as a behavior relating to the process by which individuals become locked into a certain organization and how they deal with this problem. It is also defined as the behavioral intention or reaction, determined by the individual’s perception of the normative pressure (Cohen, 2007). This behavioral aspect of organizational commitment is explained through calculative and normative commitments. The calculative or normative perspective refers to an employee’s commitment to continue working for the organization based on the notion of weighing cost-benefits of leaving an organization (Kashefi et al. 2013; Dordevic 2004).

Organizational commitment is considered as mental and emotional reliance to the organization, based on which a highly committed person specifies his identity by the organization, participates in the organization and is involved in it and enjoys membership in organization (Ghorbanhosseini 2013a). According to Meyer and Allen as cited in (Jaros 2007) they initially viewed organizational commitment as two-dimensional
namely, affective and continuance. Meyer and Allen defined the first dimension, namely affective commitment as positive feelings of identification with, attachment to and involvement in the work organization, and they defined the second dimension, namely continuance commitment as the extent to which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving. After further research, Allen and Meyer in 1990 added a third dimension, namely normative commitment (Jaros, 2007)

According to Allen and Meyer normative commitment is defined as the employee’s feelings of obligation to remain with the organization as cited in (Dordevic 2004). Consequently, the concept organizational commitment is described as a tri-dimensional concept, characterized by the affective, continuance and normative dimensions. Common to the three dimensions of organizational commitment is the view that organizational commitment is a psychological state that characterizes organizational members' relationship with the organization and has implications for the decision to continue or discontinue membership in the organization (Allen and Meyer 1996). This suggest that there must be a relationship between the organization and its employees for the two to continue together absence of which may mean less commitment from the employees (Dordevic 2004; Saeed et al. 2013).

2.3 Existing models/Frameworks and key concepts

Literature shows that there are several models on organizational commitment. Models are important in the study of organizational commitment as they explore the different perspective studied and documented. Reilly and Chatman (1986) developed a model based on three foundations. They argued that internalization occurs when influence is accepted because the induced attitudes and behaviors are congruent with one’s own values; that is, the values of the individual and the group or organization are the same. Thus, the basis for one’s psychological attachment to an organization may be predicated on three independent foundations: (a) compliance or instrumental involvement for specific, extrinsic rewards; (b) identification or involvement based on a
desire for affiliation; and (c) internalization or involvement predicated on congruence between individual and organizational values. These differences may represent separate dimensions of commitment (Reilly and Chatman 1986).

Etzioni’s model centres on three perspectives namely moral commitment, calculative commitment, and alienative commitment. Moral commitment denotes one of the two affective perspectives of organizational commitment. Moral commitment is seen by the acceptance of and identification with organization’s goals (Faisal and Al-esmael 2014). Calculative commitment is based on the employee receiving enticements to match contributions (Dixit and Bhati 2012). This type of organizational commitment is typical compliance systems which are based on an exchange. It has got its origins from Barnard exchange theory. Alienative commitment symbolizes an affective attachment to the organization. Alienation can be viewed as a basis for organisational commitment if one thinks of an employee’s commitment to the organisation as a consequence of a) a lack of control over the internal organisational environment and b) the perceived absence of alternatives for organisational commitment (Reilly and Chatman 1986; Rhoades and Eisenberger 2002; Eisenberger et al. 1990; Tutuncu and Kucukusta 2007; LaMastro 1999).

According to Jaros (2007) Meyer and Allen’s three component model of organizational commitment has become the dominant model for study of workplace commitment. It dominates organizational commitment research (Jaros, 2007). Allen and Meyer’s model proposes that organizational commitment is experienced by the employee as three simultaneous mind sets encompassing affective, normative, and continuance organizational commitment. Affective commitment reflects commitment based on emotional ties the employee develops with the organization mainly by means of positive work experiences. Normative Commitment reflects commitment based on perceived obligation towards the organization, for example rooted in the norms of reciprocity. Continuance commitment reflects commitment based on the perceived costs, both economic and social, of leaving the organization. The three component model of
commitment has been extensively used by researchers to forecast important employee outcomes, including turnover and citizenship behaviour, absenteeism, and tardiness (Jaros, 2007). The next section presents literature review of the variables in the study.

In explaining commitment organizational researchers also use the social exchange theory by Blau, the norm of reciprocity by Gouldner to describe inspirations behind employee behaviours and attitudes (Wikhamn and Hall 2012). Social exchange theory encompasses a series of exchanges that are reliant, contingent on the activities of the other partner in the social relationship, and cause obligations (Cropanzano and Mitchell 2005). Employees feel obligated to their employer and in the same manner for employers. When employees feel obligated at work it forces them to repay for the good treat received from the employer. Social exchange relationships exist on the norm of reciprocity (Rhoades and Eisenberger 2002). According to proponents of the social exchange theory, if employees are rewarded for their work, employee in return develop affective commitment (Newman and Sheikh 2012). According to Cropanzo and Mitchell (2005) advantageous and fair relations between strong relationships produce effective work behaviour and positive employee attitudes.

2.3.1 Teamwork

According to Ghorbanhosseini, (2013b) team is a working group which has all the conditions for a real team and its members are totally committed to each other’s promotion and success. This leads to team development. Teamwork is a tool for increasing work creativity, which leads to job satisfaction. Considerable impact of team work culture and group work is such that management scientists regard it as a pre-requisite for achieving stable key capabilities in competitive environment of today’s world (Ghorbanhosseini 2013b). Research studies indicate that where team work conditions are provided, their employees have more commitment to their organization. Schermerhorn (in Judeh, 2011) suggests that the main teamwork pros are the synergy,
which means the creation of a whole that is greater than the sum of its parts, because synergy pools individual talents and efforts to create extra ordinary results. Perceptions of social support or co-worker solidarity in the workplace have also been shown to be positively associated with organizational commitment (Parris, 2003). Work relationships, such as teams, which occur in the workplace, have an impact on organizational commitment. Work relationships that reveal mutual respect to individuals, will help in allowing individuals to commit themselves to the organization. Employees who report more positive social relations on work teams will report higher levels of commitment to their organization (Faisal and Al-esmael 2014).

According to Scarnati as cited in (Ghorbanhosseini 2012) teamwork is a cooperative process that allows ordinary people to accomplish extraordinary outcomes. Harris and Harris as cited in Ghorbanhossein (2012) states that a team has common goal or purpose where team members can develop effective, mutual relationships to achieve team goals. Teamwork replies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills. The literature consistently highlights that one of the essential elements of a team is its focus toward a common goal and a clear purpose (Ghorbanhosseini 2012). Teams are essential part of many organizations and should be incorporated as part of the delivery of tertiary units. Successful teamwork bank on synergism existing between all team members building an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. Lucia and Tarricone as cited in Ghorbanhosseini(2012) states that team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than personalized, competitive goals.
2.3.2 Organizational Support

Shaffer et al (in Erat et al. 2012) define organizational support as trust that makes employees stay in their current position, and remain committed to their organization, in addition to financial benefits employees receive from their organizations. Dawley et al (2007) suggests organizational support describes employee’s beliefs that the organization values their contribution and well-being. Organizational support theory states that perceived organizational support invokes the norm of reciprocity in that supported employees, value and respect their organization and will therefore contribute to the organization’s goals (Dawley et al. 2007). According to Orpen as cited in (Erat et al. 2012) organizational support theory supposes that to meet socio-emotional needs and to determine the organization’s readiness to reward increased work effort, employees develop beliefs concerning to the extent which the organization values their contributions and cares about their well-being. Aube states that perceived organizational support covers the degree to which employees feel that the organization is willing to fairly compensate them with the exchange of their efforts, help them when they need make their work interesting and stimulating, and provide them with adequate working conditions as cited in (Uçar and Ayse 2010).

Organizational support develops by meeting employees’ socio-emotional needs and showing readiness to reward employees’ extra efforts and to give help that would be needed by employees to do their jobs better. The benefits of perceived organizational support often are understood in reciprocal terms, an employee who sees the employer as supportive is likely to return the gesture (Cropanzano and Mitchell ,2005). Perceived organizational support draws on the social exchange theory developed by Blau to explain employee-organization relationship (Uçar and Ayse 2010). According to the theory, each party has perceptions and expectations regarding the behaviour of the other party, but these expectations and perceptions are related with the timing or the specifics of what each party must render. The more the organization treats its
The theoretical framework of this study will be based on the social exchange theory. According to (Emhan, 2012), this was first proposed by Homans in 1958. The basic assumption of this theory is that organizations receive positive contributions from employees in exchange for providing benefits to their employees (Emhan 2012). Social exchange theorists have alluded to employment as the trade of effort and loyalty for noticeable benefits and social rewards (Wikhamn and Hall 2012; Cropanzano and Mitchell 2005; Eisenberger et al. 1990; Dawley et al. 2007; Cohen and Veled-hecht 2010; LaMastro 1999; Wiswell et al. 2003). When one person treats another well, the reciprocity norm obliges the return of favourable treatment (Mohammadi et al. 2014). To the extent that both the employee and the employer apply the reciprocity norm to their relationship, favourable treatment received by either party is reciprocated, leading to advantageous outcomes for both (Wikhamn and Hall 2012; Cropanzano and Mitchell 2005; Eisenberger et al. 1990; Dawley et al. 2007; Cohen and Veled-hecht 2010; LaMastro 1999; Salim, Wiswell et al. 2003).

According to organizational support theory, the development of perceived organizational support is stimulated by employees’ tendency to assign the organization humanlike characteristics. On the basis of the organization’s personification, employees view their favourable or unfavourable treatment as an indication that the organization favours or disfavours them. (Eisenberger, R. and Rhodes, L., 2002). Social exchange theorists argue that resources received from others are more highly valued if they are based on discretionary choice rather than circumstances beyond the donor’s control. Such voluntary aid is welcomed as an indication that the donor genuinely values and respects the recipient (Wikhamn and Hall 2012; Cropanzano and Mitchell 2005; Eisenberger et
al. 1990; Dawley et al. 2007; Cohen and Veled-hecht 2010; LaMastro 1999; Wiswell et al. 2003)

### 2.3.3 Employee Empowerment

Hass as cited (in Ali 2013) defines employee empowerment as a process of giving authority to the employees to make necessary important decisions on their own about their day to day activities. Empowered employees are expected to perform their work more effectively and efficiently than non-empowered employees. Empowerment according (Borghei et al. 2010) is a process which enables others to gain power, authority, and influence over others, institutions or society. Employee empowerment is having decision-making of their own, having access to information and resources for taking proper decisions, ability to exercise assertiveness to collective decision making and having positive thinking on the ability to make change. According to (Boudrias et al. 2009) employee empowerment is not only implemented to change employee cognitions, but also to foster proactive behaviours that could have an impact on organizational outcomes. Wilson ( in Goudarzvandchegini and Kheradmand 2013) suggest team performance, job enrichment, personal job control, independence in performing tasks, work teams, performance related pay systems, and employee stock ownership as empowerment processes.

Kanter, Bennis and McClelland states that the approach to leadership that empowers subordinates as a primary component of managerial and organizational effectiveness is called employee empowerment as cited in (Honold, 1997). Empowerment is also defined as having the freedom to act but also the responsibility for results. They believe this freedom can be achieved by leadership sharing information with everyone, creating autonomy through delineating boundaries, and replacing hierarchies with self-managed teams.
The notion of empowerment involves the workforce being provided with a greater degree of flexibility and more freedom to make decisions relating to work. The central tenet is that workers respond more creatively when given broad responsibilities, encouraged to contribute, and helped to derive satisfaction from their work (Greasley et al. 2008). Employee empowerment can be conceived in two ways as a set of managerial practises aiming at increasing employee’s autonomy and responsibility and as an individual’s proactive work orientation (Boudrias et al. 2009). Employee empowerment is a study of employee participation in promotion, evaluation, job content, technological change, work standards, financial policies, cost control, organizational structure, workforce size, safety programs, work methods and pricing (Nykodym et al. 1994). The universal core to all accounts of empowerment is that it confers greater responsibility and accountability to employees (Cunningham and Hyman 1996).

Empowerment comes when the authority of the organizations makes decisions and resolve organizational issues and to be delegated to subordinates so that they are able to increase employee flexibility and speed. The empowerment includes the assignment of responsibilities, and authority to employees, creating conditions for mutual trust between management and employees, involving employees in decision-making. Empowerment means understanding the needs and capabilities of the employees as well as trust and to help maximize the achievement of organizational goals (Insan et al. 2013). Empowerment means understanding the needs and capabilities of employees so as to maximize the organization’s goals.

2.3.4 Employee Relations

Generally speaking, when researchers discuss relationships, they are referring to an association between two interacting partners whether individuals or institutions (Cropanzano, R and Mitchell, Marie. S, 2005). Workers can form distinguishable social exchange relationships operationalized with their immediate supervisors, co-workers, employing organizations, suppliers and customers. These distinct relationships have
implications for behaviour. Specifically because individuals return the benefits they receive, they are likely to match goodwill and helpfulness towards the party with whom they have a social exchange relationship (Cropanzano and Mitchell 2005).

According to Blau as cited in (Ahmed et al. 2012) the social exchange theory argues that every interaction (a performance or conversation, or even a romantic affair) can be understood as a form of exchange in which the participant gives the other more that he had himself possessed. He argues that to speak of a social life is to speak of the association between people, their associating in work and in play and in other aspects of life. Social exchange relationships evolve when employers take care of employees, which thereby engender beneficial consequences. Advantageous and fair transactions between strong relationships and these relationships produce effective work behaviour and positive employee attitudes. Blau also argued that the character of the relationship between exchange partners affect the process of social exchange meaning that the relationship also influences the type of exchange. He indicated that successful exchange can cause an individual to be committed to another (Ahmed et al. 2012).

2.3.5 Employee Organizational Commitment

Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes (Dixit and Bhati 2012). Dixit and Bhati (2012) have opined that highly committed employee have a weak intention to quit. Employee organizational commitment is an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization (Dordevic, 2004). Organizational commitment from this point of view is characterized by employee's acceptance of organizational goals and their willingness to exert effort on behalf of the organization. This suggests that there is a mental and emotional affiliation to a particular organization. The psychological bond exist when one feel valued by the organization (Saeed et al. 2013)
Commitment refers to attachment and loyalty (Armstrong, 2012). It is associated with the feelings of individuals about the organization. Mowday et al as cited in Armstrong (2012), identified three characteristics of commitment which are

1) A strong desire to remain a member of the organization
2) A strong belief in and acceptance of values and goals of the organization
3) A readiness to exert considerable effort on behalf of the organization.

Commitment is an attitude reflecting an employee’s loyalty to the organization and an on-going process through which organization members express their concern for the organization and its continued success and well-being (Kargar 2012). Organizational commitment is a state in which employee considers the organization and its objectives as his indicator and has a desire to remain in organization’s membership (Kashefi et al. 2013)

Organizational commitment is when an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization (Newman and Sheikh 2012). Organizational commitment is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organization’s goals and values. The organizational commitment is an attitude about personnel loyalty to organization and it is a process through which the members of organization show their interest in organization and its success and efficiency. Organizational commitment is highly valuable (Ghorbanhossein, 2012)

Organizational commitment as characterised by attitude and behaviour. Organizational commitment as an attitude reflects feelings such as attachment, identification and loyalty to the organization as an object of commitment (Wiswell et al. 2003). Organizational commitment is an employee’s psychological attachment and sense of loyalty and allegiance to an organization (Ghorbanhosseini 2012). The second characteristic that is used to describe the concept organizational commitment is behaviour. Committed individuals enact specific behaviours due to the belief that it is morally correct rather than personally beneficial. Organizational commitment as
behaviour is visible when organizational members are committed to existing groups within the organization. Therefore, organizational commitment is a state of being, in which organizational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organization (Dixit and Bhati 2012).

It is very important for the organizations to have keen and determined committed employees as these employees will help organization reach its future goals. If the employees working for the organization are not committed then productivity falls down and the whole operations of the company are hindered. The organizational commitment is a mental mode that can show the level of individual’s willingness, need and attitude to continuing of service in organization (Ghorbanhossein, 2012). The thought of organizational commitment, is an important, point in management. Organizational commitment is an attitude toward employees' loyalty to organization and a consistent process in which people's cooperation with organizational decisions depicts their attention to organization and its success. As a whole, lack of commitment and low level commitment incur negative consequence for organization and each individual (Kargar, 2012). Employees that lack commitment to an organization are not loyal to the organization, they do illegal activities to the organization, always absent from work, low quality job, and decreasing customer reliability.

Committed employees are the organization’s greatest assets. Committed employees should receive superior attention. The performance of the organization is highly affected by the level of commitment shown by its workforce. It is important for organizations to foster linkages for people to remain (Scheible and Bastos 2012). Organizations value commitment among their employees, which is typically assumed to reduce withdrawal behaviours such as lateness and turnover (Tutuncu and Kucukusta 2007). It is necessary for organizations to have committed employees in order to be able to trust them and compete with other organizations (Kashefi et al. 2013). Employee who are more committed to their organization are more likely to remain with the organization but are also more likely to exert more efforts on behalf of their organization and work
towards its success (Dixit and Bhati 2012). They are therefore more likely to exhibit better performance when compared with uncommitted employees.

2.4 Conceptual Framework and hypothesis

2.4.1 Conceptual Framework

After reviewing theoretical and research works, a conceptual model was developed see (Fig 2.1). The literature indicated that committed human forces are one of the superiority features of an organization over other organizations. In this study, we expand this literature by identifying some of the factors that increase organizational commitment. Teamwork is one of important variables that effect organizational commitment. In organizations in which team work conditions are provided, their employees have more commitment. In addition, employee relations are identified as another important variable that has a significant impact on organizational commitment. Therefore, we investigate the relationship between employee relations and organizational commitment. As is well shown in the literature of organizational commitment, employee empowerment is positively related to the organizational commitment. Thus, we examine the relationship between employee empowerment and organizational commitment. Again as shown in literature review organizational support has a positive effect on organizational commitment. Thus, this study will focus on the relationship between team work, employee relations, employee empowerment and organizational support with organizational commitment.
Figure 2.1 therefore shows the conceptual model depicting the four variables. The development of the hypotheses is discussed in the following sections.

**2.4.2 Teamwork and Organizational Commitment**

Team is in fact a working group which has all conditions for a real team and its members are totally committed to each other's promotion and success (Ghorbanhosseini 2013a). This commitment often leads to team development. A team with high executive power specifically performs all actions better than other teams and meets all logical expectations of the members (Ghorbanhosseini 2013a). Teamwork is a
mental and emotional preoccupation in individuals in group situations which motivate them to help each other for achieving group goals and to participate in the work responsibility (Ghorbanhosseini 2013a). Teamwork is a tool for increasing working creativity, which implicitly leads to consolidation of job satisfaction. Focus and attention to effectiveness and efficiency of working teams requires teamwork spirit so that members or elements of working teams are able to do team work and team activity. The way of interaction and activity of members is important and crucial in success or failure of the teams, thus teamwork culture should be institutionalized in the organization prior to formation and establishment of working teams (Ghorbanhosseini 2013a).

If individuals can participate in the work of a team, by having the opportunity to express their thoughts, and develop and fulfil their potential, they would tend to identify with, and depend on, the team. In other words, when individuals trust their colleagues within a team, they would be more comfortable, as the other members of the team would fill the roles of psychological comfort and models. Thus, an individual would be more willing to remain and work in a team long-term (Ghorbanhosseini 2012).

Considerable impact of teamwork culture and group work is such that management scientists regard it as a prerequisite for achieving stable key capabilities in competitive environment of today’s world (Ghorbanhosseini 2013a). Working team institutionalization is achievable through promotion of teamwork culture. This would be realized by training and enhancing principles of teamwork. Thus having these principles and criteria and explaining and implementing them for institutionalization in the minds of employees, workers and executives of the organizations is the main way for achieving efficient and effective working team. In organizations where teamwork conditions are provided, their employees have more commitment to their organizations. In addition, there is a positive correlation between teamwork and organizational commitment (Ghorbanhosseini 2013a). The study therefore proposes the following hypothesis:

H1. Teamwork has a significant positive effect on organizational commitment
2.4.3 Organizational Support and Organizational Commitment

When perceived organizational support is high, workers are more likely to engage in organizational citizenship behaviour, higher job performance and reduced absenteeism (Erat et al. 2012). Erat et al (2012) states that in theory employees with a high perception level of organizational support have a tendency to display behaviours that benefit the organization. Perceived organizational support predicts organizational commitment. Perceived organizational support is somewhat akin to an organization’s commitment to an employee. Therefore social exchange theorists have proposed that employees are prone to exchange their commitment for an employers’ support (Cropanzano and Mitchell 2005; Ahmed et al. 2012; Eisenberger et al. 1990; Wikhamn et al. 2012). It is therefore a strong predictor of commitment (Cropanzano and Mitchell 2005).

Perceived organizational support began with the observation that if managers are concerned with their employees’ commitment to the organization, employees are focused on the organization’s commitment to them. For employees, the organization serves as an important source of socio-emotional resources, such as respect and caring, and tangible benefits, such as wages and medical benefits(Uçar and Ayse 2010). Appreciation by the organization assists in meeting employees’ needs for approval, esteem, and affiliation. Positive valuation by the organization also offers an indication that increased effort will be noted and rewarded. Employees therefore take an active interest in the respect with which they are held by their employer.

The findings are in-line with relational models of social exchange theory, demonstrating that perceived support generates greater commitment from employees, which then positively impacts performance. In sum, the results provide convergent evidence that perceived organizational support plays an important role in building commitment, which ultimately influences important organizational results.
Employers commonly value employee dedication and loyalty. Employees who are emotionally committed to the organization show increased performance, reduced absenteeism, and low turnover (Eisenberger, R. and Rhodes, L., 2002). By contrast, employees are generally more concerned with the organization’s commitment to them. Being valued by the organization can yield such benefits as approval and respect, pay and promotion, and access to information and other forms of aid needed to better carry out one’s job. The norm of reciprocity allows employees and employers to reconcile these distinctive orientations.

Employees who experience a strong level of perceived organizational support theoretically feel the need to reciprocate favorable organizational treatment with attitudes and behaviors that in turn benefit the organization (Eisenberger, R. and Rhodes, L., 2002). Overall, it appears that employees with higher levels of perceived organizational support are likely to be more committed and possibly more willing to engage in extra role. Organizational support theory holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, workers form a commonview concerning the extent to which the organization values their contributions and cares about their well-being. Such organizational support would increase employees’ felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their anticipation that better performance would be compensated. Behavioral results of perceived organizational support would include increases in in-role and extra-role performance and decreases in withdrawal behaviours such as absenteeism and turnover (Dordevic 2004).

Conclusively it can be derived that employee perception of organizational support is outcome of employee and organization relationship. This relationship is created and is based on the trade-off between organization and employees. Employees offer their commitment, allegiance, motivation and other outcomes in return of the support that is
offered by the organization. Based on the foregoing reasoning, the following hypothesis has been proposed:

**H2.** Organizational support has a positive effect on organizational commitment

### 2.3.4 Employee Relations and Organizational commitment

Organization is combination of people who endeavor to achieve some common goal. When an employee works in an organization, he has to relate with people around him or her. He has a direct interface with management, supervisor, coworkers and subordinates (Ahmed et al. 2012). The organization as a workplace is built up working relationships. When individuals find the supervisory relationship to be fair in its practices, they tend to be more committed to the organization (Benkhoff, 1997).

Other work relationships, such as teams or groups, which exist in the workplace, can affect organisational commitment (Filstad 2011). Organisational members can demonstrate commitment when they are able to find value through work relationships (Filstad 2011). Nguyen et al (2014) asserts that employee commitment and attachment to the organization can be increased through efforts made to improve the organizations social atmosphere and sense of purpose. In principle, when work relationships reflect mutual respect to individuals, they are capable of committing themselves to the organization.(Nguyen et al. 2014a)

According to Maslow’s hierarchy of needs (belongingness and love needs) – work group, family, affection and relationships are important in achieving satisfaction. In a working environment this satisfaction leads to commitment. Employees that are provided with a supportive environment tends to be develop a strong sense of commitment (Dordevic 2004). Teamwork spirit plays the most influential role in predicting commitment. Another surprising discovery is the more satisfied staff is with workplace, the higher commitment to organization they will make. This can be
understood as affective orientation rather than income orientation and benefit (Nguyen et al. 2014a).

One of the most important needs of employees in an organization is to establish a trust relationship between manager and them (Kashefi et al. 2013). Support from peers can influence employees positively and it can also be noticed that support from co-workers can positively influence employees’ perception of support from organization (Ahmed et al. 2012). In the light of this argument it is hypothesized that:

H3. Employee relations have a significant positive effect on organizational commitment

2.3.5 Employee empowerment and Organizational commitment

Employee empowerment is a process of giving authority to employees to make necessary important decisions on their own about their day to day activities (Ali 2013). Empowering employees has become a central theme of management and leadership practices that have been endorsed to allow organizations to become more competitive (Borghei et al. 2010). According to (Ali 2013) in order to expedite the process of providing quick services to customers, it is inevitable for the employees to take a quick corrective action is serving customers. Empowered teams are considered important to organizations that want to increase the commitment of its workforce (Boudrias et al. 2009). Empowered individuals find meaning in their work role, feel competent to perform their work role, have a feeling of self-determination and believe that they can have a real impact on organizational outcomes and hence are committed to the organization (Coleman 1996). Psychologically empowered workers see themselves as competent and able to influence their jobs and work environments in a significant way, they are most likely to proactively achieve their job responsibilities and innovate in their jobs (Insan et al. 2013).
The empowerment is provided to employee for great degree of commitment by two aspects. One is empower provided in sense of psychologically (Blau and Alba 1982) as cited in (Naqvi et al. 2011) and in the other way by providing empowerment to management policies (Conger and Kanungo 1988) as cited in (Naqvi et al. 2011). Most of the scholars suggested that those individuals having great empowered from organization have great organizational commitment (Naqvi et al. 2011).

Employees that are empowered experience commitment (Greasley et al. 2008). Judeh (2011) argues that employees increase their performance through experiencing more control over and participation in their work, leading to an increase in personal commitment to management aims. According to Insan et al (2013) managers, in turn, play a crucial role in facilitating this change by allocating responsibilities to their line subordinates through training, boosting teamwork, coaching and counselling.

Empowerment comes when the authority of the organizations makes decisions and resolve organizational issues and to be delegated to subordinates so that they are able to increase employee flexibility and speed (Saeed et al. 2013). The empowerment includes: 1) the assignment of responsibilities, and authority to employees, 2) creating conditions for mutual trust between management and employees, 3) involving employees in decision-making. Empowerment means understanding the needs and capabilities of the employees as well as trust and to help maximize the achievement of organizational goals (Greasley et al. 2008). Employees who are not empowered will affect to their low self-esteem (Insan et al. 2013). Powerlessness of the employees is found in the context of an authoritarian leadership style. On the other hand, the organization does not provide rewards that are considered appropriate by the employee. These conditions will encourage employees only always rely superiors, inhibiting the opportunity to express themselves, and make employees lost control and freedom in making decisions (Insan et al. 2013)
Empowerment creates high motivation to subordinates because it is directly related to the needs to self-actualization (Nykodym et al. 1994). The fulfilled needs and desires of the employees will establish organizational commitment (Insan et al. 2013).

The particular practice of employee empowerment flows from the general principle of participative management (Boudrias et al. 2009). Its aim is to achieve a positive link between employee participation and personal commitment (Doughty n.d.). Typically, employee empowerment involves teams consisting of small groups of employees (Greasley et al. 2008). They take responsibility for some of the aspect of the work process and endeavor to solve problems or improve performance in some specific way (Doughty n.d.). When they enjoy both employee and management support, they regularly achieve their goals, either by improving or by successfully introducing a quality enhancing innovation.

As an employee perceives that he/she is empowered in the organization he/she attached with the organization more strongly and committed with the organization. In the contrary it is also true that if the individual feel lack of empowerment they will not be committed with the organization and organization cannot achieve their goals, so it is suggested that empowerment will be positively related with organizational commitment (Naqvi et al. 2011). Given these arguments the study proposed the following hypothesis:

**H4.** Employee empowerment has a positive effect on organizational commitment

### 2.3.6 Chapter Summary

Literature review suggests that there is a positive relationship between teamwork and organizational commitment, organizational support and organizational commitment, employee relations and organizational commitment and employee empowerment and
organizational commitment. There is need for an empirical study to further determine the correlation of these four variables to organizational commitment.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Chapter two explored the factors affecting employee organizational commitment. This chapter presents the methodology utilized to achieve the aims of the research detailed in Chapter one. In this chapter a reminder on the problem statement and research questions is presented. The chapter also outlines the research design and methodology employed. A detailed account of the population, sample, data collection techniques, and data analysis and data interpretation was also presented. The steps and actions taken to ensure good validity and reliability are also explained. Finally a summary of the research plan was also outlined.

3.2 Recap of problem statement

The environment that organizations are operating in requires that the organization be committed to employee commitment. This is because the organizational support theory suggests that the general beliefs employees form about how much the organization values their contributions aid in employees developing a reciprocity norm to care about the organization and help it achieve its goals. It is important for the non-governmental organizations in Zimbabwe to understand factors influencing organizational commitment so that they focus on ensuring that those factors that affect employee commitment are known. Many authors indicate that employees' organizational commitment is an important issue, because it may be used to predict employees' performances, absenteeism and other behaviors. The effect of teamwork, organizational support, employee relationships and employee empowerment on employees in non-governmental organizations in Zimbabwe has received less attention. This study therefore seeks to fill in this void.
3.3 Methodological framework

The major question of this study is to establish what the factors are influencing employee organizational commitment in the non-governmental organization sector in Zimbabwe. The sub questions in this study are:

1. To what extent is the relationship between team work and organizational commitment
2. To what extent does organizational support influence organizational commitment
3. To what extent does employee empowerment influence organizational commitment
4. To what extent do employee relations influence organizational commitment

3.4 Research design

Research design refers to the theoretical framework which underpins the research process. Cohen et al.(2005) define a research design as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings (Cohen et al. 2005). Saunders et al (2009) define a research design as the researcher’s overall for answering the research question or testing the research hypothesis.
The following table depicts the types of researches available and where they are appropriate.

Table 3.1 Research types

<table>
<thead>
<tr>
<th>Explanatory</th>
<th>Descriptive</th>
<th>Explanatory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Become familiar with the basic facts, setting and concern</td>
<td>Provide a detailed, highly accurate picture</td>
<td>Test a theory’s predictions or principle.</td>
</tr>
<tr>
<td>Create a general mental picture of condition</td>
<td>Locate new data that contradict the past</td>
<td>Elaborate and enrich a theory’s explanation.</td>
</tr>
<tr>
<td>Formulate and focus questions for future research</td>
<td>Create a set of categories</td>
<td>Extend a theory to new issues or topics.</td>
</tr>
<tr>
<td>Generate new ideas, conjectures, or hypotheses.</td>
<td>Clarify a sequence of steps or stages</td>
<td>Support or refute an explanation or prediction.</td>
</tr>
<tr>
<td>Determine the feasibility of conducting the research</td>
<td>Document a causal process or mechanism</td>
<td>Link issues or topics with a general principle.</td>
</tr>
<tr>
<td>Develop techniques for measuring and locating the future data</td>
<td>Report on the background or context of a situation</td>
<td>Determine which of several explanations is best.</td>
</tr>
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Source: Neuman (2011)

Given the foregoing discussion the research design for this study was explanatory research. An explanatory research design is useful to explain relationships between the variables under study (Harrison and Reilly; 2011). Welman et al (2005) have observed that an explanatory design is to explain why things are the way they are and why one variable affects another. Explanatory research was suitable for this study because it
sought to explain the relationship between teamwork and organizational commitment, organizational support and organizational commitment, employee relations and organizational commitment and employee empowerment and organizational commitment.

3.5 Research philosophy

3.5.1 Positivism

The central belief of the logical positivists is that the meaning of a statement is given by, the mode of its substantiation. It follows from this that unverifiable statements are believed to be worthless, the utterances of traditional metaphysics and theology being included in this class (Cohen et al., 2005). Positivists believe that the world functions according to fixed laws of cause and effect (Saunders et al. 2009). Scientific reasoning is used to investigate theories concerning these laws, and either throwaway or provisionally take them. In this way, we will finally get to appreciate the truth about how the world works. By developing dependable measurement instruments, we can accurately study the physical world (Cohen et al., 2005). Given the discussion, this study used the positivism research philosophy because of it is objective and scientific. Positivism allows the researcher to use a survey as a method where sample of subjects is drawn from a population and examined to make conclusions.

3.5.2 Interpretivism

Assumptions identified in these works hold that individuals seek understanding of the world in which they live and work. They develop biased meanings of their experiences-meanings focused toward certain objects or things. These meanings are diverse and many, compelling the researcher to search for the complexity of views rather than narrowing meanings into a few categories or ideas (Cohen et al. 2005; Creswell, 2003). The objective of research, then, is to depend as much as possible on the participants'
opinions of the situation under study. The questions become broad and general so that the participants can construct the sense of a condition, a meaning normally forged in dialogues or exchanges with other persons (Creswell, 2003).

3.5.3 Realism

According to Creswell (2003) realism is driven by anticipated outcomes, a hesitancy to tell a true story, and the notion that there is a world out there independent of our minds. It is based on the understanding that the world exists and is knowable as it really is (Cohen et al. 2005). Qualitative investigators are subjectivists. In comparison to the realist opinion that the truth is out there and can be empirically measured and established through research, they point to the part of human bias in the process of research. Reality is not out there to be empirically and dispassionately observed through us, but is at least in part created by us and by our observations. There is no previous objective reality that can be witnessed. The course of our observing reality varies, and therefore subjectivists are relativistic. Truth can only be relative, and is certainly not conclusive, as claimed by the positivist (Cohen et al. 2005).

3.6 Research approaches

Research approaches are often divided into two main types quantitative and qualitative (Saunders et al. 2009). Harrison and Reilly (2011) asserts that whereas quantitative research provide answers to questions of who, where, how many, how much and relationships between variables, qualitative research provides answers of why and how questions. Mack et al. (2005) states that qualitative research has as its strength the effective obtaining of a complex specific description of how people experience a given research issue regarding values, opinions, behaviours, emotions and relationships of individuals. However, measurement is the strong point of quantitative research (Mack et al. 2005). Its advantages bring consistency to the work which is influenced neither by the timing of its administration nor by the person who administers it, and it allows the
researcher to describe the difference among the samples towards the characteristic or characteristics in question. Moreover, measurement permits the investigator to know the relationship between the concepts (Bryman and Bell, 2003).

Qualitative and quantitative research approaches differ fundamentally in the following areas: their analytical objective, types of questions posed, types of data collection used, types of data produced, degree of flexibility in the study design (see Table 3.2) (Mack et al., 2005).

**Table 3.2 Comparison of Quantitative and Qualitative Research Approaches**

<table>
<thead>
<tr>
<th></th>
<th>Quantitative</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Framework</strong></td>
<td>Seek to confirm hypotheses about phenomena</td>
<td>Seek to explore phenomena</td>
</tr>
<tr>
<td></td>
<td>Instruments are more rigid style of eliciting and categorising responses to questions</td>
<td>Instruments use more flexible iterative style of eliciting and categorising responses to questions</td>
</tr>
<tr>
<td></td>
<td>Use highly structured methods such as questionnaires, surveys and structured observation</td>
<td>Use semi-structured methods such as in-depth interviews, focus groups and participant observation</td>
</tr>
<tr>
<td><strong>Analytical objective</strong></td>
<td>To quantify variance</td>
<td>To describe variation</td>
</tr>
<tr>
<td></td>
<td>To predict causal</td>
<td>To describe and</td>
</tr>
</tbody>
</table>

41
<table>
<thead>
<tr>
<th></th>
<th>relationship</th>
<th>explain relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• To describe characteristics of a population</td>
<td>• To describe individual experiences</td>
</tr>
<tr>
<td></td>
<td>• To describe group norms</td>
<td>• To describe group norms</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question format</th>
<th>• Closed-ended</th>
<th>• Open-ended</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Data Format</th>
<th>• Numerical (obtained by assigning values)</th>
<th>• Textual (obtained from audio tapes, video tapes and field notes)</th>
</tr>
</thead>
</table>

| Flexibility in design    | • Study design is stable from beginning to end                  | • Some aspects of the study are flexible (for example addition, exclusion or wording of particular interview questions). |
|                         | • Participant responses don not influence or determine how and which questions researchers ask next | • Participant responses affect how and which questions researchers ask next |
|                         | • Study design is subject to statistical assumptions and conditions | • Study design is iterative, that is, data collection and research questions are adjusted according to what is learned |

Source: Mack et al 2005
This research used quantitative methodology to accomplish the aim of the study. The reason why quantitative research approach was chosen over qualitative is because it enables a meaningful comparison of responses across participants. This is because we want to study the factors influencing employee organizational commitment. Quantitative method was picked over qualitative because the study focuses on the factors that cause employees to be committed to a particular organization. This method will aid measure the variables and express the relationship between variables using effect statistics such as correlations, relative frequencies, or differences between means. Motivation is also on the testing of theory hence quantitative method. It will help establish the relationship between the variables. Also the quantitative method was chosen because the researcher intends to test hypotheses. This method was preferred over the qualitative because it allows for objectivity because the researcher is not a participant but just an observer. It will allow for universal context free generalisations.

<table>
<thead>
<tr>
<th>Positivist Paradigm</th>
<th>Phenomenological Paradigm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantitative</td>
<td>Qualitative</td>
</tr>
<tr>
<td>Objectivist</td>
<td>Subjectivist</td>
</tr>
<tr>
<td>Scientific</td>
<td>Humanistic</td>
</tr>
<tr>
<td>Experimentalist</td>
<td>Interpretivist</td>
</tr>
<tr>
<td>Traditionalist</td>
<td></td>
</tr>
</tbody>
</table>


### 3.7 Research Strategy

Research strategy gives the overall direction of the research together with the process by which the research is done. Case study, survey, experiment, action research, ethnography and grounded theory are examples of research strategies (Saunders et al. 2009). Given the explanatory position adopted in this research and the nature of the
research question, the survey methodology was considered the most suitable approach to employ because it offers a systematic method to gather data, study information, and report the outcomes, thus apprehend a particular problem or situation in greater detail.

3.8 Research Instrument

The questionnaire is a technique for collecting data. It is the most commonly used method in the social science field (Cohen et al. 2005). It is a highly structured method of collecting particular information as a response to highly directed questions. It is a list of questions that take the form of close and open-ended choices. Questionnaires tend to be used to explore attitudes and opinions about certain issues, objectives and situations. The questionnaire also has other functions such as measurement of awareness, knowledge, and behaviours (Yin 2003).

A questionnaire survey is cheaper and less time-consuming than conducting interviews and very large samples can easily be taken (Saunders et al. 2009). A questionnaire has the advantages of increasing the generalization of data while at the same time giving the respondents freedom to express their points of view (Cohen et al. 2005). Among its other advantages is that the questionnaire is relatively cheap and a reasonably unskilled person can manage it, it can also be administered in person or by email; and it generally offers the anonymity that may lead respondents to be more open and truthful (Saunders et al. 2009).

3.9 Population and Sample

3.9.1 Target Population

The population is the entire group of organizations, people, events, or things of interest that the researcher wishes to investigate (Cohen et al. 2005). Population is the whole group of elements to which one desires to generalize findings obtained from a sample (Visser et al. 2000). The population in this study was the employees of all non-
governmental organizations in Zimbabwe. In this study the definition of an employee was from the general hand to the directors.

### 3.9.2 Sampling Method

The population frame is a listing of all elements in the population from which the sample is to be drawn (Cohen et al. 2005). Sampling is very important for researchers engaged in survey studies (Visser et al. 2000). Sampling as a subgroup or subset of the population (Cohen et al. 2005). In studying the sample, the researcher long for drawing inferences that would be generalizable to the population of interest. A sample frame consists of the different types of sample source. There are two general classes of sampling approaches, nonprobability and probability sampling (Visser et al. 2000). Non-probability sampling refers to selection processes in which elements are not randomly selected from the population or some elements have unknown probabilities of being selected (Saunders et al. 2009). Probability sampling refers to selection techniques in which elements are randomly selected from the sampling frame and each element has a known, non-zero chance of being selected (Visser et al. 2000).

Probability sampling was chosen in this study because of two main advantages. First, researchers can be confident that a selected sample is representative of the larger population from which it was drawn only when a probability sampling method has been used. Generalizations beyond the specific elements in the sample between the sample and the sampling frame are likely to have diminished the precision of the obtained estimates. Probability sampling also permits researchers to construct confidence intervals around their parameter estimates, which indicate the precision of the point estimates (Cohen et al. 2005; Creswell 2003).

Simple random sampling was used in this research. Simple random sampling is the most basic form of probability sampling. With this method, elements are drawn from the population at random, and all elements have the same chance of being selected (Cohen
et al. 2005; Creswell 2003). According to National Association of Non-governmental organizations (NANGO) there are one thousand registered NGOs in Harare with ten thousand employees. For the purpose of this research, the researcher will randomly select two hundred employees as respondents to the employee organizational commitment questionnaire. A sample size of 200 employees in the non-governmental sector will be used.

3.10 Measurement Instrument and Questionnaire Design

A structured questionnaire was used by means of self-administration of questionnaires that were distributed personally by the researcher to employees of non-governmental organizations. The use of self-administered questionnaires was chosen because of its cost effectiveness and ease to administer. The method also guaranteed a greater possibility of anonymity and greater convenience for respondents since they could complete the questionnaire at their own pace and time (Bryman and Bell 2007). The questionnaire adopted for this study was the latest version by Allen and Meyer (2000). This questionnaire originated from Allen and Meyer’s (1990) scale of measurement of organizational commitment. The five point scale was labelled strongly disagree (1), disagree (2), Neutral (3), Agree (4), and Strongly disagree (5). The variables on the questionnaire were transferred into a 5 point Likert scale where 1=strong disagreement, 2 =disagree, 3=neutral, 4=agree and 5=strong agreement. In order to identify the items to be included in the questionnaire, the study adapted the scales of previous studies by Allen and Meyer. The structured questionnaire comprised of three sections. Section A included demographic information like gender, age, and general information like the position of respondent, educational background, experience and contract type. This data was necessary to ascertain the detailed profile for the sample.

Section B covered questions on teamwork, organizational support, employee relations and employee empowerment. The questionnaire asked the respondents to indicate the four areas (teamwork, organizational support, employee relations and employee
empowerment) using a five-point Likert scale where 1=strong disagreement, 2=disagree, 3=neutral, 4=agree and 5=strong agreement.

Section C contained perceptual questions on the effect of teamwork, organizational support, employee relations, and employee empowerment on employee commitment. The respondents were asked to rank the performance measures on a five-point Likert scale where 1=strong disagreement, 2=disagree, 3=neutral, 4=moderate agreement and 5=strong agreement. In order to minimize the completion time, the questions were closed ended and respondents were simply required to tick the most appropriate answer. This questionnaire originated from Allen and Meyer’s (1990) scale of measurement of organizational commitment. The questionnaire adopted for this study was the latest version by Allen and Meyer (2000). The five point scale was labelled strongly disagree (1), disagree (2), Neutral (3), Agree (4), and Strongly disagree (5).

3.11 Data Analysis

Data was captured and analyzed using the Statistical Package for Social Sciences (SPSS) for Microsoft Windows. In this study data analysis involved coding and categorizing data into different sets and then comparing them. Data analysis included summary descriptive statistics, and inferential statistical tests that include regression correlation analyses. Correlation analyses were used to test the direction and strength of the relationships among the variables. The regression tests were run to establish the impact of predictors (organizational support, teamwork, employee relationships, and employee empowerment) on the dependent variable (employee commitment).

3.12 Validity and Reliability

Validity is precision or correctness of research findings (Saunders et al. 2009). There are two different dimensions to the concept of validity, namely internal and external validity. External validity refers to the extent to which results from a study can be
generalised to all contexts. Internal refers to the degree to which findings can be attributed to interventions rather than any errors in your research design (Saunders et al. 2009). In this research content and face validity ensured through pilot test and consultation of subjects experts. This conducted to make sure that the instrument measured what it purports to measure (Yin 2003). Pilot study was done with respondents to refine the questionnaire. Adjustments to the questionnaire were done as a response to the feedback from the pilot study. Subject experts were consulted to make sure that all important aspects of the subject were sufficiently covered. Reliability is basically a synonym for consistency and replicability over time, over instruments and over groups of respondents. It is concerned with exactness and accuracy; some features, e.g. height, can be measured precisely, whilst others, e.g. musical ability, cannot. For research to be reliable it must prove that if it were to be carried out on a similar group of respondents in a similar context, then similar results would be found. There are three principal types of reliability: stability, equivalence and internal consistence (Cohen et al. 2005).

3.12.1 Reliability as stability

According to Cohen et al (2005) in this form reliability is a measure of consistency over time and over similar samples. A reliable instrument for a piece of research will produce similar data from similar respondents over time. The correlation co-efficient on this method was calculated for the sections of the questionnaire Pearson statistic. The statistical significance of the correlation coefficient can be found and should be 0.05 or higher if reliability is to be guaranteed.

3.12.2 Reliability as Equivalence

Cohen et al (2005) states that within this type of reliability there are two main sorts of reliability. Reliability may be attained, firstly, through using equivalent forms of a test or
data gathering instrument. If an equivalent form of the test or instrument is developed and yields like results, then the instrument can be said to demonstrate this form of reliability. Whereas the test or re-test method and the equivalent forms method of demonstrating reliability need the tests or instruments to be done twice, demonstrating internal consistency demands that the instrument or tests be run once only through the split-half method (Cohen et al. 2005). The internal consistency reliability of the five variables was ensured by calculating the Cronbach’s alpha coefficient. For a scale to be regarded as reliable, the Cronbach alpha coefficient should be at least 0.7 (Nunnally, 1978).

3.13 Ethics and Values

According to Creswell (2003) the researcher has an obligation to respect the rights, needs, values and desires of the informants. Cohen et al (2005) list several issues that researchers should consider when analysing data. They caution researchers to be conscious of these and other issues before, during, and after the research had been conducted. Some of the issues involve the following:

i. Informed consent (Do participants have full knowledge of what is involved?)
ii. Harm and risk (Can the study hurt participants?)
iii. Honesty and trust (Is the researcher being truthful in presenting data?)
iv. Privacy, confidentiality, and anonymity

i. Intervention and advocacy (What should researchers do if participants display harmful or illegal behaviour?)

In view of the above, the following section describes how ethical issues in the conduct of this research have been addressed.

Informed consent of participants was sought. Participation was voluntary, also benefits, rights, associated with their participation were informed beforehand. Participants were given the right to take part or withdraw from research anytime. The individual’s rights to
privacy was respected and observed. The researcher explained to the participants that this research was solely for academic purposes.

In this research anonymity of participants was respected as no one was asked to fill in their names or name of organization so as to keep the research data confidential. Information to be provided by the participants did not reveal their identity. The questionnaire was designed in such a way that it did not bear marks, names, addresses, occupational details of participants or any other personal identification. Information to be shared by participants will only be used for academic purposes. Information collected was kept confidential. Permission and authority was sought from management of selected non-governmental organizations. In this research study participants were not be harmed as a result of their participation, physical or psychological.

3.14 Chapter Conclusion

This chapter explained the research approach adopted in this study. It presented the research paradigm, research methodologies, strategies and design in the study, research subjects, and data collection tools and data analysis methods. Validity, reliability and ethical issues were also discussed. The next section presents in more details the data analysis of this study and the different techniques and tests that will be carried out to achieve its objectives.
4.1 Introduction

Analysis of data was performed using Statistical Package for Social Sciences software (Cohen et al., 2005), raw data was captured from the returned questionnaires and consolidated into excel spread sheets for easy of interpretation and manipulation. Data was collected from employees in the non-governmental sectors in Harare Zimbabwe for ease access and distribution of the questionnaires. The results of the study are discussed in sections containing the demographic data about the respondents and all participants in the study, followed by the section which gives the detailed statistics which relates to the research questions as they were obtained from the data.

4.2 Response rate

The response rate from a sample of 200 employees in the non-governmental sector was overwhelming as shown in figure 4.1, with (n=97), resulting in (49%) of the respondents being able to return the questionnaires as this was necessitated by the self-distribution of the questionnaire and the collection method. Most of the respondents in the non-governmental organisations are found out of offices doing field work, a factor which reduces the response rate.
4.3 Demographic characteristics of respondents

The respondents were requested to indicate their demographic information such as gender, age, current position, highest qualification, employment type, current department and years of experience in the non-governmental organisational sector employment. The results of this data was analysed and presented as follows.

4.3.1 Gender of respondents

Figure 4.2 represents the gender profile of the respondents. The findings revealed that respondents were mainly males n=57 constituting 59%, whilst females n=40 constituting 41% of the total respondents.
This result about gender is considered to be reasonable representative of the sample given that most of the non-governmental organisations that deals with issues of health mostly do consider females in the field work since they understand needs of families and are known not to be part of the old boys network when it comes to decision making and providing aid to those in need. The large number of male representatives in organisations is not only the case of non-governmental organisations in Zimbabwe mainly due to the large number of males who undertake further education in colleges and universities than the female counterparts.

### 4.3.2 Age of respondents

The data collected according to table 4.1 indicates that most of the employees (n=39) 40% are aged between 26-30 years, (n=22) 23% are aged between 21-25 years, followed by the age group between 31-35 years (n=21) which constituted 22% whilst a few employees 8% were aged between 41-45 years with the last 7% being constituted by those aged between 36-40 years.
Table 4.1 Age profile of respondents

<table>
<thead>
<tr>
<th>Age (Years)</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-25</td>
<td>22</td>
<td>23%</td>
</tr>
<tr>
<td>26-30</td>
<td>39</td>
<td>40%</td>
</tr>
<tr>
<td>31-35</td>
<td>21</td>
<td>22%</td>
</tr>
<tr>
<td>36-40</td>
<td>7</td>
<td>7%</td>
</tr>
<tr>
<td>41-45</td>
<td>8</td>
<td>8%</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100%</td>
</tr>
</tbody>
</table>

These results are of age distribution are almost skewed towards the between 20 and 35 years, which is representative of the of the general working class in Zimbabwe especially in the non-governmental organisations as they require young adults who can do field work more than mature adults who will be having more responsibilities to consider in their lives as compared to the age between 20 and 30 years that is innovative and eager to learn more new ideas from the organisations they are employed.

4.3.3 Employment type of the respondents

Further profile of the respondents was also analysed in terms of employment type in the non-governmental organisations as represented in figure 4.3, which revealed that the greater number of employees (n =83) constituting 86% are on contract type of employment, whilst (n=13) constituting 13% are employed as permanent workers and one of the respondents constituting 1% did not provide the employment type as shown in figure 4.3 below.
This result about the type of employment in the non-governmental organisations gives an impartial demographic employment representation due to the nature of business and their tenure within a country. A large number of the non-governmental organisations get funding from donor funds through Official Development Assistance (ODA) and Foreign Aid, these funds are provided for the specific task or for a given period and when the period lapses or the mandate has been fulfilled, the non-governmental organisations will relocate and close business, a major reason they employ people on contract basis.

4.3.4 Position and Experience of the respondents

The researcher went on to analyse the results from the demographics in terms of the current position and experience of the respondents in the non-governmental
organisation sector in Zimbabwe. The results are presented in table 4.2 below with two sections which shows the upper part with the current position whilst the bottom part of the table is showing results of the experience in years of these respondents in the non-governmental organisations from the sample data gathered.

Table 4.2 Current position and experience of respondents

<table>
<thead>
<tr>
<th>Current Position</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior manager</td>
<td>6</td>
<td>6%</td>
</tr>
<tr>
<td>Junior manager</td>
<td>16</td>
<td>16%</td>
</tr>
<tr>
<td>Officer</td>
<td>68</td>
<td>70%</td>
</tr>
<tr>
<td>General hand</td>
<td>7</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>97</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experience (Years)</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4 Years</td>
<td>33</td>
<td>34%</td>
</tr>
<tr>
<td>5-9 Years</td>
<td>43</td>
<td>44%</td>
</tr>
<tr>
<td>10-14 Years</td>
<td>18</td>
<td>19%</td>
</tr>
<tr>
<td>Above 15 Years</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>97</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The results in table 4.2 also reveals that a greater proportion of the employees are in the position of an officer with 70% followed by junior managers 16%, general hands 7% and lastly senior managers constituting only 6% of the total respondents. The data gathered further indicated that most 44% of the respondents are employees within 5-9 years of experience in the sector, 34% are within 0-4 years of experience, 19% in the range of 10-14 years and 3% are employed for 15 years and above. The profile information also that further revealed that the majority of the respondents 70% are in the
programs/operations section of the non-governmental organisations whilst 30% are employed as support staff in the administration and finance sections.

4.3.5 Educational background of respondents

In terms of the respondents demographics they were also asked to provide their educational background in terms of highest qualification from ordinary level to post graduate qualification of which all the respondents provided a response to, the results which were processed and presented in table 4.3 for further analysis.

In terms of the educational background of the respondents in table 4.3 according to data collected it indicates that most of them (n=41) 43% have attained degrees as their highest qualification followed by those with diplomas (n=25) constituting 26%, those with post graduate degrees (n=17) were constituting 18%, followed by those with ordinary level (n=6) 6%, and those with advanced level (n=5) constituting 5%, whilst the last 3% of the respondents indicated that they have attained a certificate (n=3) as the highest qualification.

Table 4.3 Educational background of respondents

<table>
<thead>
<tr>
<th>Highest qualification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>O Level</td>
<td>6</td>
<td>6%</td>
</tr>
<tr>
<td>A Level</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>Certificate</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td>Diploma</td>
<td>25</td>
<td>26%</td>
</tr>
<tr>
<td>Degree</td>
<td>41</td>
<td>42%</td>
</tr>
<tr>
<td>Post-Graduate degree</td>
<td>17</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>97</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
This result about qualification is skewed towards degrees as most non-governmental organisations do employee personnel from university graduates as field officers, with a few in other departments such as health would have diplomas in their relevant fields. As shown in the table 4.3, a few individuals with ordinary level are the general employees as the case in most sectors within the country whilst those who are still going through their under graduate studies are employed as intern within the non-governmental organisations yet they indicated their highest qualification as advanced level.

4.4 Normality test

Table 4.4 Normality test of the sample

<table>
<thead>
<tr>
<th>Tests of Normality</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistic</td>
</tr>
<tr>
<td>Organisational commitment</td>
<td>0.821</td>
</tr>
</tbody>
</table>

Normality of the sample was tested in order to determine if the parametric or non-parametric analysis models could be used to test the data (Ringle et. al, 2005). Shapiro-Wilk (s-w) test, which is a measure that can be to test a sample size of less than 2000 in terms of its distribution to find out if the sample fits the normal distribution, was used. According to the results from the sample in table 4.4, a statistic value of (0.821) was achieved with a significance value of (p<0.05), which indicates that the sample is not normal hence the non-parametric tests were conducted.
4.5 Factor Analysis

4.5.1 Measuring sampling adequacy of factors

Confirmatory factor analysis was conducted in order to check for the discriminant cross loading of variables into other factors (Chin, 2009), this was necessitated by the fact that the instrument variables were adopted (Yousoff, 2012). The results of sampling adequacy was computed and presented in table 4.5 as shown below.

Table 4.5 Measure of sampling adequacy

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</th>
<th>.895</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett's Test of Sphericity</td>
<td></td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
<td>2.459E3</td>
</tr>
<tr>
<td>df</td>
<td>630</td>
</tr>
<tr>
<td>Sig.</td>
<td>.000</td>
</tr>
</tbody>
</table>

The Measure of Sampling Adequacy (MSA) was used to confirm whether the factor analysis was appropriate for the data set and a statistic of (0.895) which is significant as shown by a p-value of less than (0.01) which implies that it is strong correlation structure and superb to conduct factor analysis.

4.5.2 Factor extraction

Table 4.6 below shows us the results of the rotated component matrix of extracted factors as they were loaded to each factor extracted. Variables are considered to be significant and are to be included in a factor when its factor loading is equal to or greater than 0.40 (Anderson, 1998). All items under study that were adopted in the instrument have loadings greater than 0.5 (that is ranging from 0.514 to 0.838), with no cross
loading higher than 0.54 which confirms that all the instrument variables converged well on their corresponding factors and therefore are acceptable measures of employee commitment to the organisation. Results in table 4.6 also indicates that variables such as close working relationships had a cross loading being relevant to factor one and factor five, of which a decision was made to load it into a factor with high loading regardless of the sign (Saunders, 2009). Transformation of the variables was carried out in order to load all the variables into the four independent factors and one dependent factor predefined namely; team work, organisational support, employee relations, employee empowerment and organisational commitment.

Table 4.6 Extracted factors in rotated format

<table>
<thead>
<tr>
<th>Variables</th>
<th>Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Share common goal</td>
<td>0.812</td>
</tr>
<tr>
<td>Shared values</td>
<td>0.765</td>
</tr>
<tr>
<td>Share common purpose</td>
<td>0.765</td>
</tr>
<tr>
<td>Solve problems together</td>
<td>0.724</td>
</tr>
<tr>
<td>Share resources</td>
<td>0.644</td>
</tr>
<tr>
<td>Inter departmental sharing</td>
<td>0.639</td>
</tr>
<tr>
<td>Accomplishments</td>
<td>0.576</td>
</tr>
<tr>
<td>Togetherness</td>
<td>0.617</td>
</tr>
<tr>
<td>Well-being catered for</td>
<td>0.738</td>
</tr>
<tr>
<td>Continuation</td>
<td>0.838</td>
</tr>
<tr>
<td>Career with organisation</td>
<td>0.761</td>
</tr>
<tr>
<td>Benefits</td>
<td>0.732</td>
</tr>
<tr>
<td>Emotional attachment</td>
<td>0.730</td>
</tr>
<tr>
<td>Turnover intention</td>
<td>0.729</td>
</tr>
<tr>
<td>Options to leave</td>
<td>0.710</td>
</tr>
<tr>
<td>Factor</td>
<td>Value</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Loyalty</td>
<td>0.623</td>
</tr>
<tr>
<td>Feeling with organisation</td>
<td>0.579</td>
</tr>
<tr>
<td>Training</td>
<td>0.706</td>
</tr>
<tr>
<td>Individual goals and values</td>
<td>0.678</td>
</tr>
<tr>
<td>Career development</td>
<td>0.675</td>
</tr>
<tr>
<td>Competitive remuneration</td>
<td>0.645</td>
</tr>
<tr>
<td>Extra effort appreciated</td>
<td>0.559</td>
</tr>
<tr>
<td>General satisfaction</td>
<td>0.578</td>
</tr>
<tr>
<td>Feelings about co-workers</td>
<td>0.755</td>
</tr>
<tr>
<td>Assist one another</td>
<td>0.741</td>
</tr>
<tr>
<td>Personal relationships</td>
<td>0.730</td>
</tr>
<tr>
<td>Coaching</td>
<td>0.567</td>
</tr>
<tr>
<td>Feelings about management</td>
<td>0.544</td>
</tr>
<tr>
<td>Responsibility</td>
<td>0.693</td>
</tr>
<tr>
<td>Creativity</td>
<td>0.625</td>
</tr>
<tr>
<td>Problem solving</td>
<td>0.572</td>
</tr>
<tr>
<td>Information sharing</td>
<td>0.572</td>
</tr>
<tr>
<td>Workplace friendship</td>
<td>0.533</td>
</tr>
<tr>
<td>Decision making</td>
<td>0.553</td>
</tr>
<tr>
<td>Leaving the organisation</td>
<td>0.765</td>
</tr>
<tr>
<td>Close working relationships</td>
<td>0.514</td>
</tr>
</tbody>
</table>
4.6 Reliability

The sample data was tested for reliability this was done to confirm if the sample data collected was adequately reliable and if it can be used for performing the correlation and regression tests.

Table 4.7 Reliability statistics

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number of Items</th>
<th>Cronbach’s Alpha value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team work</td>
<td>7</td>
<td>0.807</td>
</tr>
<tr>
<td>Organisational support</td>
<td>7</td>
<td>0.763</td>
</tr>
<tr>
<td>Employee relations</td>
<td>6</td>
<td>0.824</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>7</td>
<td>0.793</td>
</tr>
<tr>
<td>Organisational commitment</td>
<td>9</td>
<td>0.850</td>
</tr>
<tr>
<td><strong>Overall Cronbach’s Alpha</strong></td>
<td>43</td>
<td><strong>0.903</strong></td>
</tr>
</tbody>
</table>

As shown by the results in table 4.7, the internal constancy of the test, reliability was computed using the Cronbach’s Alpha coefficient, a value of 0.903 was achieved which is greater than the acceptable benchmark of 0.60 (Saunders, 2009). Each variable in the study was checked for its validity, so as to confirm if the items loaded were sufficient enough to make the instrument reliable. As shown in table 4.6, all the variables has yielded an alpha value greater than 0.6, teamwork (0.807), organisational support (0.763), employee relations (0.824), employee empowerment (0.793) and organisational commitment (0.850), which implies that the variables under study are valid and reliable to the instrument. The validity of the instrument was further checked using content analysis and face validity was mostly used as the use of subject experts was conducted to come up with a valid instrument (Cohen et. al, 2005). On the other hand pilot study was conducted with a few employees to check for adequacy and validity of the instrument, the results of the study was then used to validate the instrument while making adjustments to other variables.
4.7 Correlation Analysis

The results from the correlations were examined using the Spearman’s rank correlation “rho”, this was necessitated by the ascertainment that the sample data was non-parametric. The Spearman’s correlation is a non-parametric rank-based statistical test for unevenly distributed data (Babin, Kruger and Griffin, 2009). The Spearman’s correlation was therefore used because the data was ranked and not normally distributed. The correlation takes a range from -1.0 for a perfect negative relationship to +1.0 for a perfect positive relationship (Welman, Kruger and Mitchell, 2005). The level of association between independent variables and the dependent variable employee organisational commitment are shown in the table 4.8 below.

Table 4.8 Correlation Analysis Results

<table>
<thead>
<tr>
<th>Factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team work 1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisational support 2</td>
<td>.730**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee relations 3</td>
<td>.645**</td>
<td>.612**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee empowerment 4</td>
<td>.600**</td>
<td>.767**</td>
<td>.584**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Organisational commitment 5</td>
<td>.472**</td>
<td>.637**</td>
<td>.412**</td>
<td>.542**</td>
<td>1</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
4.7.1 Team work and Organizational commitment

According to the results in table 4.8, it was observed that there is a significant positive relationship between team work and organisational commitment \((r=0.472^{**}, p<0.01)\) supporting H1 which states that teamwork has a positive significant effect on organisational commitment. This implies that teamwork can result into increased employee organisational commitment as shown by the results. These results are consistent with those of Ghorbanhosseini (2012), Greenberg and Sikora (2009), and Jaros (2007) who observed that organisations with employees that work together as team are in a better position to be committed to their organisations than those who carry out tasks individually as they are able to share information and help one another in difficult times.

4.7.2 Organisational support and organisational commitment

The results in table 4.8 indicates a positive and strong relationship between the organisational support to employees and organisational commitment \((r=0.637^{**}, p<0.01)\) which supports H2. These results implies that if the non-governmental organisations increase the support it gives to its employees in terms of appreciating extra effort, career development, considering the goals and values and offering competitive remuneration to its employees it will result in the employees being committed to the organisation. These results are consistent with Shore and Shore (1995) and Aube (2007), who observed that employees that are valued and supported by their organisations are in a better position to be committed to their organisations compared to those that get less attention and support from their organisations. Settoon, Bennet and Liden (1996) also noted that organisations need to support their employees by providing incentives and adequate motivation so as to increase the employee commitment to the organisation.
4.7.3 Employee relations and organisational commitment

As shown in table 4.8 above there is a significant positive relationship between employee relations within the organisation and employee organisational commitment ($r = 0.412^{**}$, $p < 0.01$). This result supports H3 which implies that if employees have a close working relationship with workmates and if they assist each other on work related issues there will a resultant increase in the employees commitment to the organisation. This is in agreement with Ghorbanhosseini (2012) who noted that employees who have close working relationships are more likely to be more committed to their organisations than those who carry out tasks individually. Armstrong (2012) further support that there is a positive relationship between employee relations and employee organisational commitment while alluding that relationships within employee actually works as an incentive to commitment which in the future can result in employees being emotionally attached to the organisations they are employed.

4.7.4 Employee empowerment and organisational commitment

The results in table 4.8 further shows that there is a moderately strong positive relationship between employee empowerment and employee organisational commitment ($r = 0.542$, $p < 0.01$). This indicates that H4 is supported by the results implying that organisations that allow employees to make their discretion in decision making and those organisations which support employees’ creativity are better able to retain their employees compared to those that do not empower their employees. These results are consistent to those of Morrow (2011) and Soetanto (2008) who observed that organisations that allow their employees to make decisions while senior managers are constantly encouraging junior employees are able to increase employee commitment to their organisations. Naqvi et. al (2011) supports the results by further alluding that
empowered employees are more efficient and has increased motivation that results in the employees being emotionally attached and committed to their organisations.

4.8 Regression Analysis

Having analysed the results of correlations between the variables, the researcher went on further to conduct a regression analysis since the correlations analysis simply measures the strength of a relationship whilst it does not determine the predictive relationship between the variables. In order to determine how teamwork, organisational support, employee relations and employee empowerment as the independent variables predict the employee organisational commitment which is the dependent variable, a regression analysis model was computed using the multiple regression analysis. This model was necessitated by the fact that there was more than one variable affecting the predictor. Table 4.9 shows the results from the regression analysis showing the predictive power of each factor on employee organisational commitment.

Table 4.9 Regression between the independent variables and organisational commitment

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Std. Error</th>
<th>Beta</th>
<th>t-value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.684</td>
<td>.435</td>
<td>0.786</td>
<td>.435</td>
</tr>
<tr>
<td>Team work</td>
<td>.180</td>
<td>0.143</td>
<td>1.824</td>
<td>.189</td>
</tr>
<tr>
<td>Organisational support</td>
<td>.194</td>
<td>0.655</td>
<td>4.581</td>
<td>.000*</td>
</tr>
<tr>
<td>Employee relations</td>
<td>.213</td>
<td>0.412</td>
<td>2.514</td>
<td>.030*</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>.242</td>
<td>0.458</td>
<td>2.339</td>
<td>.070</td>
</tr>
</tbody>
</table>

R=0.658; R Square = 0.433; Adjusted R Square = 0.408; F = 17.543. * significant at p<0.05
The regression results shown in table 4.9 shows that the goodness of fit is satisfactory with an (Adjusted R Square =0.408), implying that the factors that influence employee organisational commitment in the non-governmental sector in Zimbabwe such as teamwork, organisational support, employee relations and employee empowerment explains about (41%) of the variance in employee organisational commitment as indicated by the predictive power coefficient of (0.41), thus about (59%) of employee organisational commitment remains unexplained.

The beta coefficients reveal that organisational support to employees is generally more powerful and most significant in explaining the contributions of the factors to employee organisational commitment (β=0.655, p<0.01), followed by employee empowerment (β=0.458, p>0.05) and employee relations (β=0.412, p >0.05). However, teamwork (β=0.143 p>0.05) has showed an insignificant result but with a positive contribution to the employee commitment. According to most respondents that gave extra information to the study, they alluded that for the reason that they are on contract, teamwork is at its minimum in the non-governmental organisations sector because most employee will be trying to achieve personal objectives and to please the senior management on his own so as to get his or her contract renewed at the end of his or tenure within the organisation.

These results from the sample statistics could possibly be explained by the assertions of Aube (2007), Soetanto (2008), Morrow (2008) and Armstrong (2012) who recommended that organisational support, teamwork, employee relations and employee empowerment are adequate for employee organisational commitment. However Dordevic (2004) suggests that these organisational factors are not enough for determining employee organisational commitment as they ignore the external factors within the industry that may also affect employee organisational commitment.

The Hypothesis: H1; Teamwork has positive effect on employee organisational commitment is partially accepted in the non-governmental organisations according to
these results, since it yielded an insignificant result due to the nature of the contracts of employees within the sector. On the other hand organisational support, employee relations and employee empowerment as they represent hypothesis 2, hypothesis 3 and hypothesis 4 respectively are fully accepted as they resulted in high significant results towards employee organisational commitment.

4.9 Conclusion

In the non-governmental organisation sector of Zimbabwe, 97 individuals employed in this sector managed be part of this current study of evaluating the factors that influence organisational commitment in the non-governmental sector in Zimbabwe. The employee commitment factors, namely, teamwork, organisational support, employee relations and employee empowerment were measured through as structured questionnaire with aid of the four hypotheses that were set to be investigated in order to find out if the employee organisational commitment factors have any influence on the overall commitment of employees in the non-governmental sector in Zimbabwe.

The results from the analysis supported all the four hypotheses, showing high correlations between the individual factors which are independent variables and employee organisational commitment as the dependent variable. The most important factor to note was the high level of interdependence among the variables which was a good indicator of multi linearity that has been among the variables. However it was noted from the findings that organisational support to employees has much influential power in predicting the employee organisational commitment of employees in the non-governmental sector organisations in Zimbabwe whilst teamwork had the lowest level of influence in the sector.

Regardless of the how the results indicates the correlations among factors, all the factors under study indicated a significant positive level of correlation with the employee commitment in the non-governmental sector organisations in Zimbabwe. The
hypotheses were all accepted as they were deemed to have a significant influence on employee organisational commitment in the non-governmental sector in Zimbabwe.
CHAPTER FIVE: CONCLUSION, RECOMMENDATIONS AND FURTHER RESEARCH

5.1 Introduction

The previous chapter presented the results and discussions of the empirical findings of the study. This chapter presents conclusions from the empirical study. This chapter presents an evaluation of the research objectives and the hypotheses of the study. The aim of this chapter is to present answers to research questions, make policy recommendations, discuss limitations and also highlight areas of further research.

5.2 Conclusion

The study focused on “the factors influencing employee organizational commitment in the non-governmental organization sector in Zimbabwe”. The researcher was much more interested in the factors influencing employee commitment in the NGO sector in Zimbabwe because employee commitment was found to be of paramount importance to organizational outcomes. This is because organizational commitment has an impact on other job related outcomes such as job effort, absenteeism, turnover and performance. The conclusion drawn from this study is that teamwork, organizational support, employee relations and empowerment have a positive association with organizational commitment.

5.3 Answer to research Questions/Discussion of objectives

The major question of this study was to establish “what are the factors influencing employee organizational commitment in the NGO sector in Zimbabwe”. The findings of this study suggested that employee organizational commitment in the NGO sector in Zimbabwe is influenced by the teamwork, organizational support, and employee empowerment and employee relations.
The sub-aim of this study was to establish the extent of the relationship between teamwork and organizational commitment. The finding from this study was that there is a positive correlation between teamwork and organizational commitment in the NGO sector in Zimbabwe. Therefore hypothesis H1 “Teamwork has a significant positive effect on organizational commitment” is accepted. The results of this study showed that there exists a positive correlation between teamwork and organizational commitment. This supports the findings of other researchers like Ghorbanhosseini (2013), Ghorbanhosseini (2012), and Greenberg et al (n.d). This study focused on such aspects of teamwork as working relationships, shared values, shared goals, shared purpose, coordination and cooperation. Individuals that have a good working relationship with others tend to trust and depend on their team. A team that shares common values, goals, purpose will identify with each other as well as depend on each other. Individuals are more willing to work with people that they are comfortable to be around. Where there is no trust and shared values and vision team spirit will be absent. Individuals are therefore likely to commit themselves to a team and consequently an organization that fosters teamwork.

The other sub-question was to understand “to what extent does organizational support influence organizational commitment”. The results of this study revealed that there is a positive correlation between organizational support and employee organizational commitment. The results of this study agrees with findings from other researchers like LaMastro (1999), Rhoades and Eiseinberger (2002), Eiseinberger et al (1990), Ucar and Otken (2012), Cropanzo and Mitchell (2005), Mohammadi et al (2014). Organizational support and organizational commitment is explained by reciprocity and social exchange. Organizational support creates an obligation for employees. Employees that receive support from their organization will show behavior that support organizational goals. This study examined the extent to which employees feel values appreciated by the organization, rewards, career advancement support, remuneration and the extent to which employees feel the organization support their goals, and values. Research findings indicate that support in whatever form from the organization will spur
employee commitment. The research finding show that organizational support is the best predictor of organizational commitment. The findings are consistent with the Social Exchange Theory showing that organizational support increases commitment from employees. Increased commitment from employees is known also to increase employee performance.

The other sub-aim of the study was to establish the extent to which employee empowerment influences organizational commitment. The results of this study demonstrate that there is a moderately positive relationship between employee empowerment and organizational commitment. The hypothesis that employee empowerment has a significant positive effect on organizational commitment is therefore accepted. The study found a significant effect of employee empowerment on organizational commitment. The findings of this study are in agreement with studies by other researchers Insan (2013), Ali (2013), Boudarias (2013), Judeh (2011), Saeed (2013), Naqvi et al (2013) who noted that employees that are assigned responsibilities and involved in decision making will be committed to achieving the organization’s goals. Therefore the greater, the employees are empowered the more committed, they will to their organization. It was also found that were there is trust between management and employees, employee commitment increases. Employees should have access to resources, access to information, and access to support and access to opportunities. The results of this study show that employees that are empowered are also committed to the organization. This is supported by the reciprocity theory.

One of the aims was through this study to establish whether employee relations influence organizational commitment. This study revealed that employee relations have a positive relationship with organizational commitment. The hypothesis employee relations has a significant influence on organizational commitment is therefore accepted. Care from other employees is considered important. Social relations from co-workers within the organization are positive for organization commitment. The findings of this study support findings from other researchers like Ahmed (2012), Filstad (2011),

**Table 5.1** illustrates the results and explanations of regression analysis and hypothesis testing.

**Table 5.1 Hypotheses Testing and Outcomes**

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 Teamwork has a significant positive effect on organizational commitment</td>
<td>Hypothesis accepted</td>
</tr>
<tr>
<td>H2 Organizational support has a positive effect on organizational commitment</td>
<td>Hypothesis accepted</td>
</tr>
<tr>
<td>H3 Employee relations have a significant positive effect on organizational commitment</td>
<td>Hypothesis accepted</td>
</tr>
<tr>
<td>H4 Employee empowerment has a positive effect on organizational commitment</td>
<td>Hypothesis accepted</td>
</tr>
</tbody>
</table>

The results of Table 5.1 show that teamwork, organizational support, employee relations and employee empowerment have a positive association with organizational commitment.
5.4 Discussion of the main argument

It has been proved from the results that the major factors influencing employee organizational commitment are teamwork, organizational support, employee relations and employee empowerment. Management of non-governmental organizations should therefore work on increasing employee’s commitment levels by focusing on these factors.

5.5 Theoretical Contribution

Theoretically, this study contributed to the development of human resources science in general. The study on the factors influencing organizational commitment in the NGO sector provides a useful contribution to theory and practitioners. Organizational commitment is important for non-profit making organizations as well just like it is important in the profit making organizations. Employee organizational commitment is improved by organizational support to employees, employee empowerment, facilitating teamwork and by promoting employee relations. Managerial support for employees is vital is it plays an important role in organizational commitment. Research shows that the higher the levels of organizational support employees receive the higher their commitment. The research findings of this study supports, the social exchange theory, reciprocity, and organizational support theory.

5.6 Policy recommendations

Management should communicate the kind of support that they are offering employees. Management in the non-governmental organizations should craft policies that help in empowering employees through career development. This will help them when their contracts end.

Non-governmental organizations must invest in human resources in order to retain personnel and at the same time help themselves to reach their objectives.
Management in the NGO sector must clearly state their goals and vision and the role that employees must play in reaching the goals and targets. This in turn provides a sense of belonging and identification with the organization and as has been shown by this study enhances employee’s commitment.

5.7 Managerial recommendations

The results of this study suggest that managers should seek ways to support employees in order to increase their commitment to the organization. Management is advised to craft policies which show that management cares about its employees and in turn employees will care about the organization. Management should set up clear and transparent reward systems again as a way to show that they care of their employees. Employees will reciprocate the gesture by performing well and staying as a way of showing support given by the organization. Further this study shows that management who takes measures to support employees and show such support will enjoy the benefits of a committed workforce.

It is recommended that management organizations allow employees to perform new tasks, innovation, and creativity as ways empowering employees. Management should involve employees in the decision making process. Employees will feel empowered and will commit themselves to the achievement of the organization’s goals. This can be done by ensuring that employees have access to information, access to resources, access to support and access to opportunities. Non-governmental organization can do this by training their employees, supporting them with career advancement opportunities, worker participation and wellness management. It is recommended that managers built trust of their subordinates as well as respect them. Trust help employees bring out their capabilities of the best of the organization. Employees should be allowed to initiate new ideas and pursue them. The organization can benefit if it places value on its employees. Management in the NGOs must provide context and opportunities necessary to empower employees. Employee empowerment increases employee contribution to the organization.
The findings from this research indicate that the short-term nature of contracts of non-governmental employees affect employee commitment in the negative way. Management should therefore find other means to motivate employees. The research finding showed that employees are willing to continue with organizations that recognize their efforts. Management should make an effort in engaging employees and taking note of their contributions.

Employment context (contract or permanent) affect the overall commitment especially in the declining economy like here in Zimbabwe. So it has a bearing on the short-term and long-term commitment as the contracts comes to an end. As contracts ends employees become less productive as the uncertainty of whether of contracts will be renewed or not creeps in.

Management should also create an engaging working environment. If individuals are allowed an opportunity to work in a team, by being given an opportunity to share ideas, work improvements, they will identify with the team. An organization that fosters team working environment encourages individuals to remain and continue working in the team and organization.

5.9 Research limitations

The research was conducted with a target of 200 respondents in Harare alone because of limitation of time, cost and distance. Further study with more respondents and country wide would be more representative and could yield good results. The sample population for this study was drawn from Harare and surrounding areas, and taking into account that there are employees of NGOs in other Zimbabwean provinces the generalizations might need to be taken with caution.
5.10 Areas of further research

This is the first study on the factors affecting employee organizational commitment in the non-governmental organizations in Zimbabwe. This study provides valuable information to management in the non-governmental sector in Zimbabwe. It will be good if another study can be done in Zimbabwe comparing the effect in the non-profit making organization and those in the profit making organization and see if the same conclusions can be drawn.
REFERENCES


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APPENDICES

APPENDIX 1

1.1 REQUEST AND CONSENT LETTER

Block 3, Flat 5
New Marimba Park
Harare
08 June 2014

Dear Respondent

Reference: Request and consent letter to complete a questionnaire

I am an MBA student with the Graduate School of Management (GSM) of the University of Zimbabwe (UZ). In partial fulfilment of my degree requirements, I am required to carry out a dissertation project. My study is entitled; “An evaluation of factors affecting employee organizational commitment in the NGO sector in Zimbabwe”.

I am kindly requesting you to complete the attached questionnaire so that I can gather data for this research. Your responses will be strictly confidential and will only be used for academic purposes within the scope of this research study. The findings and conclusions of the study will be presented in aggregate terms without any reference to specific individual respondents. Your participation is voluntary, however I encourage your free participation which is valuable in advancing the objectives of this research
study. I therefore ask you to respond to the questions as objectively and honestly as possible.

If there are questions that you are not clear with please give it your best guess or ask for further clarification. My contact number is +263 773 589 286, email address princezanovhi@gmail.com and my supervisor is Dr Maxwell Sandada with the following contact details, cell +263 772 366 364 email msandada@commerce.uz.ac.zw

Thank you very much for your time and participation.

Yours faithfully

Zanovhi Prince
QUESTIONNAIRE

AN EVALUATION OF FACTORS INFLUENCING EMPLOYEE ORGANIZATIONAL COMMITMENT IN THE NON-GOVERNMENTAL SECTOR IN ZIMBABWE

The purpose of this study is to evaluate the factors influencing employee organizational commitment in the Non-governmental sector in Zimbabwe.

SECTION A

GENERAL INFORMATION

The section is asking your background information. Please indicate by ticking (✓) on the appropriate box.

A1 Please indicate your gender

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
</table>

A2 Please indicate your age category

| 21 less than 25 |  
| 26 less than 30 |  
| 31 less than 35 |  
| 36 less than 40 |  
| 41 less than |  |
A3  Please indicate your current position in your organization

<table>
<thead>
<tr>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
</tr>
<tr>
<td>Senior Manager</td>
</tr>
<tr>
<td>Junior Manager</td>
</tr>
<tr>
<td>Officer</td>
</tr>
<tr>
<td>General Hand</td>
</tr>
<tr>
<td>Other Specify</td>
</tr>
</tbody>
</table>

A4  Please indicate your highest academic qualification

<table>
<thead>
<tr>
<th>Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ordinary level</td>
</tr>
<tr>
<td>Advanced level</td>
</tr>
<tr>
<td>Certificate</td>
</tr>
<tr>
<td>Diploma</td>
</tr>
<tr>
<td>Degree</td>
</tr>
<tr>
<td>Post-Graduate Degree</td>
</tr>
<tr>
<td>Other specify</td>
</tr>
</tbody>
</table>

A5  Please indicate your years of experience in the non-governmental sector
A6 Please indicate your employment type

<table>
<thead>
<tr>
<th>Permanent Employee</th>
<th>Contract Employee</th>
</tr>
</thead>
</table>

SECTION B

TEAMWORK

Below are statements about teamwork. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5 point scale below:

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>Disagree</td>
<td>Neutral</td>
<td>Agree</td>
<td>Strongly agree</td>
</tr>
</tbody>
</table>

*Indicate your response by ticking only one number corresponding to your answer. If you change your response please kindly make sure the final choice is clear. If the response options do not provide a perfect fit for your unique situation use your best judgement.*
To what extent do you agree with the following statement?

**Teamwork**

<table>
<thead>
<tr>
<th></th>
<th>Statement</th>
<th>Strongly disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1</td>
<td>There are close working relationships in my organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>B2</td>
<td>We share a common goal in my organization</td>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>B3</td>
<td>We share a common purpose in my organization</td>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>B4</td>
<td>There are shared values in my organization</td>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>B5</td>
<td>We solve problems together in my organization</td>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>B6</td>
<td>My department closely works together with other departments</td>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>B7</td>
<td>We share resources in my organization</td>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
</tbody>
</table>

**ORGANIZATIONAL SUPPORT**

Below are statements about organizational support. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5 point scale below:

**Organizational Support**
EMPLOYEE RELATIONS

Below are statements about employee relations. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5 point scale below:

**Employee Relations**

<table>
<thead>
<tr>
<th>B15</th>
<th>I have a close working relationships with my</th>
<th>Strongly disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>B16</td>
<td>I have positive feelings about my co-workers</td>
<td>Strongly disagree</td>
<td>Strongly agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B17</td>
<td>I have positive feelings about management</td>
<td>Strongly disagree</td>
<td>Strongly agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B18</td>
<td>We assist each other on work related issues</td>
<td>Strongly disagree</td>
<td>Strongly agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B19</td>
<td>There are workplace friendships in my organization</td>
<td>Strongly disagree</td>
<td>Strongly agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B20</td>
<td>We celebrate achievements together in my organization</td>
<td>Strongly disagree</td>
<td>Strongly agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**EMPLOYEE EMPOWERMENT**

Below are statements about employee empowerment. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5 point scale below:

**Employee Empowerment**

<p>| B21 | Employees are allowed to use their discretion in decision making | Strongly disagree | Strongly agree |
| B22 | The organization supports employee creativity | Strongly disagree | Strongly agree |
| B23 | The organization provides training to employees | Strongly disagree | Strongly agree |
| B24 | Senior employees are | Strongly disagree | Strongly agree |</p>
<table>
<thead>
<tr>
<th>Encouraged to coach junior employees in my organization</th>
<th>Disagree</th>
<th></th>
<th></th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>B25 There is information sharing in my organization</td>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>B26 I take responsibility in some of the work</td>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>B27 I endeavour to solve work related problems in some specific way</td>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
</tbody>
</table>

### SECTION C ORGANISATIONAL COMMITMENT

Below are statements about the effect of team work, organizational support, employee relations and employee empowerment on organizational commitment where you are required to indicate the extent to which you are agree or disagree with the statement by ticking the appropriate number where:

1 = strongly disagree 2 = disagree 3 = neutral 4 = agree 5 = strongly agree

**Indicate your response by ticking one number for each statement.**

<table>
<thead>
<tr>
<th>C1</th>
<th>I do feel obligated to remain with my current employer</th>
<th>Strongly disagree</th>
<th></th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2</td>
<td>This organization deserves my loyalty</td>
<td>Strongly disagree</td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>C3</td>
<td>Even if it were to my advantage, I do feel it would not be right to leave my</td>
<td>Strongly disagree</td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td></td>
<td>C4</td>
<td>C5</td>
<td>C6</td>
<td>C7</td>
</tr>
<tr>
<td>---</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
</tr>
<tr>
<td></td>
<td>I do feel like part of the family at my organization</td>
<td>I do feel emotionally attached to this organization</td>
<td>I would be very happy to spend the rest of my career in this organization</td>
<td>It would be very hard for me to leave my organization right now, even if I wanted</td>
</tr>
<tr>
<td></td>
<td>Strongly disagree</td>
<td>Strongly disagree</td>
<td>Strongly disagree</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td></td>
<td>Strongly agree</td>
<td>Strongly agree</td>
<td>Strongly agree</td>
<td>Strongly agree</td>
</tr>
</tbody>
</table>
ANY OTHER COMMENTS

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End Questionnaire

Thank you for your responses and participation