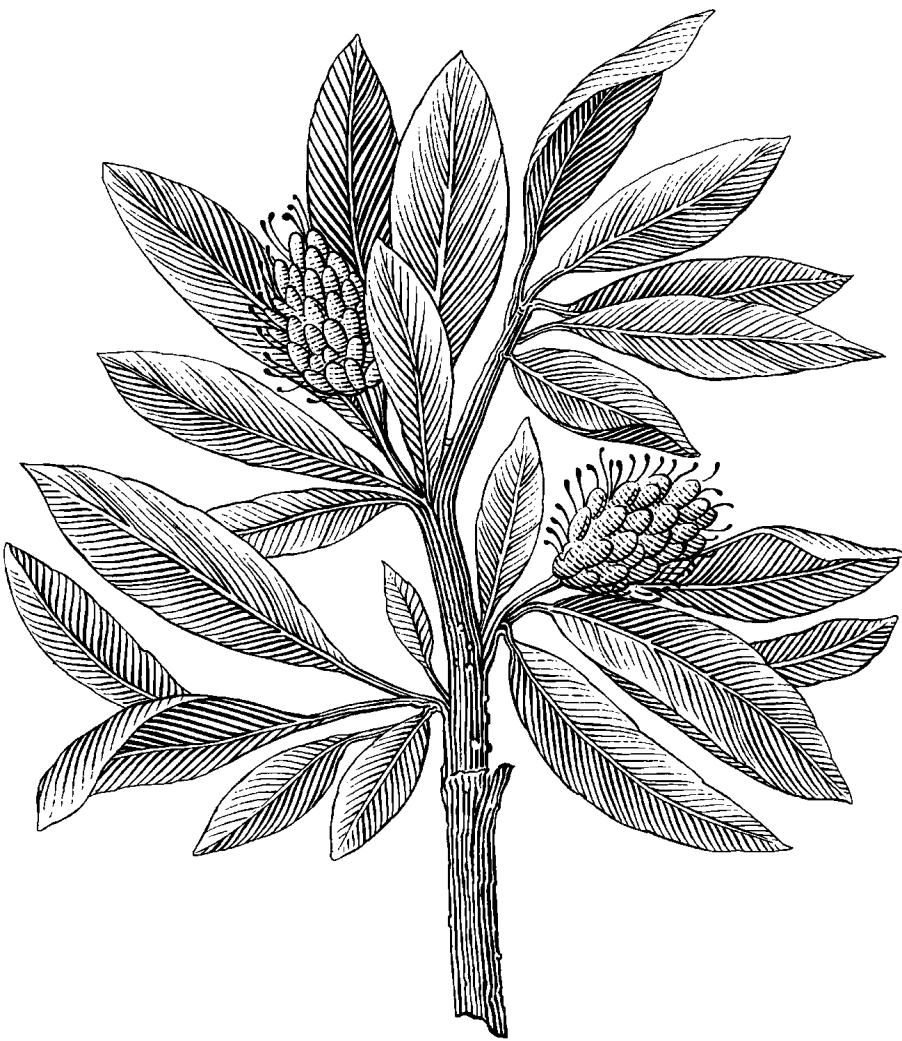Master Thesis-2018

''To Evaluate and Study the relationship between employees' commitment and individual performance''

A Quantitative Approach- Case Study of Kansai Paints

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Abstract

Nowadays the companies want to make sure that they have strong resources that can face the rapid changes in the environment. One of the most important resources is human resources. The interest of the companies to have committed employees have been increased because there is a big difference between the performance of committed employees and the rest of the employees. Committed employees perform well in the organization and help the organization to grow and face the competitive environment. Based on this, this research aims to evaluate and study the relationship between organizational commitment and individual performance.

To do this one of the Multinational corporation(MNC) is selected, this MNC is the Japanese company Kansai Paint who has one subsidiary in Pakistan. The theoretical model of this study was formulated based on one dependent variable which is the individual performance and three independent variables which are an affective commitment, continuance commitment and normative commitment.

The data of the research was collected by questionnaires which sent to 100 employees on Kansai Paint in Pakistan, and SPSS testing was used to analyze the data. The finding of the study exposed that the affective commitment, continuance commitment and normative commitment have a positive impact on the individual performance. At the end of the research, the conclusion of the research was drawn and several of recommendations were developed.

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Chapter 1: Introduction:

In this chapter, the key points of the study are discussed, first of all, the authors start with the study background, then the research gap is discussed through problem discussion, followed by the research questions and the aim of the study. At the end of this chapter, the thesis outline is formulated.

1.1 Background of the study

The third wave of globalization leads to many changes in the markets. Emerging country markets have been more open and the interest of developed countries in emerging country markets have been raised (Jansson, 2008). This lead to a firm's' growth especially for a Multinational corporation (MNC) who have many subsidiaries in emerging country markets(ibid). Those Firms have many resources that help them to grow and enter a new market, but the most important resource that they need is their employees. Employees play an important role in firms' growth, especially if those employees are committed and perform well in the organization (Albrecht, 2010). Their level of commitment affect their performance in the organization and help the organization to do many changes and take different decisions which may relate to expanding and growing (Darwish 2000 and Herold et al 2008).

For this reason, companies try to ensure that they have committed employees, because they see if the employees are committed, they can make changes and they can also put any decision into action without being afraid of the employees' reaction, because they believe that their employees will stay committed and support the growth and the changes in the firm (Brooks, 2006). But the employees cannot stay committed and cannot perform well if they do not get a motivation and support from their organization, so the human resources management should exert a big effort to enhance employees' commitment (Malik & Naeem, 2013). Malik & Naeem conducted a study in 2013 to explain how the organization use the motivation theory to influence employees performance, the result was 45% of the organization applied a motivation program to improve the employee's performance because they believed that the organizations cannot grow if the employees do not perform well.

The committed employees have a strong relationship with their organization which allow them to understand the organization value, so they adjust their performance towards the achieving of the organization goals (Mowdy et al 1982). Committed employees are those employees who accept the organization values, mission and objective, and do more than what the organizations require from them in order to achieve organizations' objectives, moreover, they have a strong intention to stay in the organization for a long time (ibid).

1.2 Problem discussion:

Organizational commitment is considered an important issue that links the organization and their employees (Vue and Zhang, 2009). Organizational commitment has defined as the emotions the employees have toward their organization and the commitment of employees allow them to make a decision to stay or leave the organization ((Ma, Zhang and Yue, 2008). Organizations want from their employees to stay for longer period of time and to perform well and they always want to improve employee's performance to avoid the cost of replacing the employees, so they try to make a strategy to ensure that employee's performance is increasing gradually (Cascio, 1982).

As the authors mentioned before, organization cannot grow without committed employees who are performing well in the organization (Albrecht, 2010), for example when MNCs want to grow and open a new subsidiary in new market, they need to transfer the knowledge from parent company to subsidiary company, so they need the effort of employees who have a strong ability to transfer knowledge and can face all challenges which may have in the knowledge transfer process, that is what Polanyi(1962) called tacit human skills.

Nowadays the competition between the firm's increases, especially for MNCs who are aspiring to increase their market share and enter new market especially the emerging markets (London and Hart, 2004). Pakistan is one of the emerging country markets that has attracted the attention of MNC, and there is much research done to study several issues in Pakistan. One of such issue is how the organizational commitment affects the employee's performance in local companies in Pakistan, for example, Khan et al (2010) conducted a study to evaluate this relation on the oil and gas sector in Pakistan. Bushra, Usman and Naveed (2011) conducted another study to evaluate the effect of organizational commitment on performance in the banking sector in Pakistan and there are many other studies which evaluated this

relation. But there are few researchers that evaluate this relation on the basis of MNC in Pakistan, so in this study we are focusing on explaining the relationship between organizational commitment and individual performance in MNC on Pakistan because there is limited research about the international companies there, and most of the research is related to the local companies, and we see that the results are not different so much when we are talking about the local companies because all local companies have the same culture, rules, and regulation that affect the employees commitment and their performance in the organization , and most of the research indicates that due to the rules, regulation, and culture in Pakistan most of the employees have the same reasons to stay in the organization, and we see that international companies have a different culture and rules especially when the company comes from developed country to developing country. According to Shenkar (2001), the cultural differences lead to difficulties between the organisation, for example in Pakistan any decision is taken from the top management, while in Japan most of the decisions are discussed with employees before taken which affect the employee's commitment and performance in an organization. So in this paper, we will study the relationship between organizational commitment and employees' performance in the international company in Pakistan.

1.3 Research Question

What is the impact on the individual performance if there is an improvement in commitment level of the employee on MNC in Pakistan?

1.4 Research Aim and Objectives

To analyse and investigate the commitment level of the employees of the case company and to find out what has been done in order to improve the commitment level which can eventually play a vital role in enhancing productivity and performance of the employees. So the aims and objectives can be divided as:

· Firstly, to analyse the commitment level of the employees at all level of the hierarchy of Kansai Paints.
· Secondly, to analyse the performance level within the framework of Kansai Paints.
· Lastly, to analyse how employee commitment can lead to development in the performance of the employees.

1.5 Research Significance

The purpose is to explore the individual performance of an employee in relation to the development of this era. The research is important because very less research has been done for international companies working in Pakistan. Since the problem is that when a company wants to globalize they try to hire employees from home country but the policies are made in the head office which might lead to demotivation of employees due to certain reasons. For this very reason, it is important to keep employees committed to the company in order to achieve high performance from the employees. The findings from this will help the policy makers, business managers and strategy organizers to understand the importance of employee commitment. As the findings are targeted to one case study, the organization will get knowledge on the present responsibility and inspiration level inside their current employees' base. By taking the correct sort of strategic steps the organization can raise the employee commitment level. This can also help the employees in the long run to achieve enhanced performances and efficiency in business activities (Hooff and Ridder, 2004).

1.6 Thesis Outline:

Chapter 1- Introduction	**Chapter 1: Includes the background of the research, problem discussion, purpose of the research, research question and research significance.**
Chapter 2- Literature Review	**Chapter 2: Include the discussion of academic review.**
Chapter 3- Theoretical Model	**Chapter 3: formulate and explain the model of the study.**
Chapter 4- Methodology	**Chapter 4: Includes the method used to collect the data to achieve the result of the study.**
Chapter 5- Finding	**Chapter 5: Includes a description of Sample which includes: description of the case company, and description of respondents.**
Chapter 6- Results	**Chapter 6: includes the results of the study which was collected using a questionnaire and analysis through SPSS.**
Chapter 7- Conclusion	**Chapter 7: Includes what the authors conclude after the finding and the analysis, also this chapter includes recommendations and limitation.**

Chapter 2: Literature Review:

In this chapter, firstly the authors give an overview of the academic reviews, then the concept of organizational commitment is discussed based on several and opposite theory, then the authors discussed the stages of organizational commitment, the three components models of commitment, factors that affect organizational commitment based on several commitment types, the concept of individual performance, and the relationship between the organizational commitment and the individual performance based on the previous studies.

2.1 Overview:

Nowadays, more and more people are committed to studying organizational commitment, which is of the great significance of organization theory and management practice (Alkahtani, 2015). There are many theories about organizational commitment, which have been proved to be related to employee characteristics such as age, sex, education, achievement needs, and term of office (Koch and Steers, 1978; Hrebiniak and Aluno, 1972; Angle and Perry, 1981), which reflect on the side that the commitment employees performed better than the employees who did not commit themselves (Mowday, Porter, and Dubin, 1974).

The globalization of enterprise activities makes organizational commitment more and more important to the enterprise (Alkahtani, 2015). Because of the rapid promotion of the process of enterprise globalization, enterprises cannot ignore the interaction and loyalty to different employees and managers (Kobrin, 1987). International human resource experts are very concerned about the development of organizational commitment. Organizational commitment has become an important research topic in the field of human resources. In the following paragraphs, the authors will elaborate on the type of commitment, commitment stage and so on.

2.2 The concept of Employee Organisational Commitment:

The concept of organizational commitment has received a big attention from many researchers over the years. Porter et al (1974) had defined organization commitment as the amount of feeling and emotion the individuals have toward their organization. Reichers (1985) argued that the organizational commitment referred to the level of employees' involvement within the organization. Kohli & Jaworski (1990) found that the committed employees are the employees that cooperate with each other to achieve organization common goals.

Between 1960 and 1982 researchers argued opposite opinion regardless organization commitment, for example, Becker (1960) found that the organizational commitment is referred to the theory of "Side-bet", while Porter, et al, (1982) found that organizational commitment is referred to the theory of "exchange". The theory of Becker (1960) argued that the employees stay committed to their organization because they think about the cost of leaving if they decide to leave, and he found a relationship between organizational commitment and the cost and decision to leave, which means that as the employees stay more time in the organization as the cost of leaving going to increase, as the decision to leave become more difficult for those employees.

While the theory of Porter, et al, (1982), argued that the employees stay more in the organization because they have believed in the organization mission, values, standards, and objectives, and the employees have a strong desire to do their best to achieve the goals of the organization, and they feel that they are the most important resources in the organization which lead increase the level of belonging to their organization.

Bansal, Mendelson, & Sharma (2001) had the same opinion of Porter, et al, (1982), they measured the organizational commitment according to the goals achieved by the employees, which means that if the employees are committed to their organization, they should have a desire to achieve the organization goals, mission, and objectives. While Darwish (2000) had an opposite opinion, he saw that the commitment is measured by how much the employees have accepted the changes that occur in the organization. Herold et al (2008) have the same perspective as Darwish (2000), they also argued that organizational commitment is the attitude of the employees after the changes that occur in the organization, to be more specific,

they mean the level of acceptance of the change and whether the employees are open to the changes that occur in the organization from time to another. From this perspective, employee's commitment is the most important factor that the organizations need when they want to do some changes (Meyer, 2007).

Fu and Deshpande (2013) did not have the same opinion of the above researchers, because they found that the commitment is not measured by the level of acceptance of the changes, but it measures by the level of employees' identification in the organization. (Suparjo and Darmanto, 2015) also found that the commitment is the employees believe in the organization values. Kim (2013) gave a same definition to the organizational commitment, he defined the concept as the relationship the employees build with their organization during their stay.

Vakola and Nikolaou (2005) argued that when the individuals enter the organization they expect to have what they need and when the organization provides the individual with their needs they will be committed to the organization. Also, they defined a commitment in three dimensions, the first one is the acceptance of the organization values and standards, the second one is the desire of employees to do a best and extra effort to achieve organizational goals and the last one is the strong desire to be a member who strongly belongs to the organization. Akram, Afzal, and Ramay (2017) argued that the commitment is the attitude of the employees in the organization and it can be measured by many factors.

2.3 Stages of Organizational Commitment:

Researchers argued that the organizational commitment has three stages. The reason why the employee is committed is different from one stage to another. The three stages are as follow:

2.3.1 Compliance stage:

Compliance or exchange stage is the stage when the individual acting with the performance that complies with organization standards not because he or she believes in the organization standard and values, but because he or she gets rewards and promotion from the organization, so the commitment of the individuals in this stage is based on the number of rewards they get from the organization (Kelman, 1958).

2.3.2 Identification Stage:

Identification stage is defined in terms of belonging to the organization in which the individual in the organization has a strong relationship with her or his organization and they are proud because they are members of this organization (Mael and Ashforth, 1992). Stinglhamber et al.(2015) have mentioned in their study that most of the scholar argued that the organization is the first and most important place in which the individuals can identify themselves, and they also found a positive relationship between organization Identification stage and affective commitment, so employees' commitment in the identification stage is different from compliance stage because the employees in this stage have a strong desire to remain in the organization because of the level of belonging they have toward their organization.

2.3.3 Internalization Stage:

O'Reilly and Chatman (1986) define this stage as the stage of matching between employees believe and value and their organization, they mentioned in their study that this stage is the final stage of commitment because the employees here want to stay in the organization because they share the same values with their organization.

So, as we mentioned before the stages of commitment different from one stage to another, firstly the employees want to stay because of the reward, after that, they want to stay because they feel that they have a belonging to the organization and lastly, they want to stay because they share the same values with their organization.

2.4 Three Components of Model of Commitment

The topic of organizational commitment has always been a popular topic for scholars. Since the 1980s, most scholars have been studying the theories of organizational commitment (Griffin & Bateman 1986; Morrow 1983; Mowday, Porter & Steers 1982; Reichers 1985). However, due to the lack of consensus on the study of these definitions, at the same time, it becomes more complex with the use of commitment measures (Meyer and Allen, 1991), the academic community has been waiting for a model that can serve as a framework for future research.

All of the research on the definition of organizational commitment has three similarities: affective attachment to the organization, cost perception related to leaving the organization, and obligations to stay in the organization (Meyer and Allen, 1991). First of all, most of the authors interpret the commitment as an affective orientation towards the organization. They think that this is related to the individual's identification with the organization (Mowday et al 1979, p. 226), attitude towards the organization, and affective attachment to goals and values (Buchanan, 1974, p. 533). Second, there is a continuing commitment when commitments are linked to continued participation in profits or departure from related costs (Kanter, 1968, p. 504). Finally, some researchers believe that lifelong commitments can be interpreted as maintaining ethical loyalty and commitment to the organization (Marsh and Mannari, 1977, p. 59).

The above three common points about the definition of organizational commitment can be interpreted as Affective, continuous and normative commitment (Meyer and Allen, 1991). These three commitments all express a psychological state, also have an impact on the relationship between employees and organizations and the retention of organizational members (Meyer and Allen, 1991).

2.4.1 Affective Commitment

As early as 1982, Monday et al. (1982) discovered that affective commitment includes four categories: personal characteristics, structural characteristics, job-related characteristics, and work experience. First, from the perspective of personal characteristics, employees are willing to make promises for many reasons, such as personal professional ethics (Buchanan 1974; Kidron 1978), personal responsibilities (Griffin & Bateman 1986; Mowday et al. 1982), and personal to work Interests etc. (Dubin, Champoux, & Porter 1975). All of these can be used to prove that employees are different in their willingness to make promises (Griffin & Bateman 1986; Mowday et al. 1982). In addition, environmental factors have also contributed to individual commitments (Meyer and Allen, 1991). The better the personal traits blend with the environment, the more active the response will be (Hackman & Oldham 1976: Hulin & Blood 1968), and vice versa.

Second, the structural characteristics are also related to employee commitment (Meyer and Allen, 1991). Although most researchers less directly examine the relationship between organizational structure and individual commitment (Glisson & Duric 1988), the relationship

between organizational structure and personal commitment is indirect (Podsakoff et al. 1986). The relationship between employee and subjective, the clarity of the role of employees in the organization are related to the organizational structure (Meyer and Allen, 1991), so the organizational structure can indirectly affect the employee's feelings, thus affecting employees' affective commitment.

Third, job-related characteristics are also one of the factors that affect individual commitment (Meyer and Allen, 1991; Joiner and Bakalis, 2006). Support from supervisors, support from colleagues, and access to resources are job-related features that affect individual commitment (Joiner and Bakalis, 2006). Research shows that employee commitment is strongly influenced by the organizational support and that employees are more likely to return to supporting organizations in accordance with effective commitments (Eisenberger et al., 1986). Similarly, the friendly relationship with colleagues has the same impact on employees' effective commitments, which can make employees has a strong effective commitment (Mottaz, 1988).

Resources are very important job-related features for employees (Joiner and Bakalis, 2006). Access to resources can influence whether employees give an effective commitment to the organization (Angle and Perry, 1983). Job-related resources include office space, photocopying facilities, administrative support, and computer use (Joiner and Bakalis, 2006). Access to resources can make it easier for employees to complete work and improve employee self-efficacy (Spreitzer, 1996).

Finally, compared with individual and organizational characteristics, the gap between research on work experience and effective commitment is very large (Meyer and Allen, 1991). There are roughly two types of work experience that affect effective commitment, namely the satisfaction of employees' psychological and physical comfort requirements (Blau 1988, Meyer & Allen 1987, 1988; Lee 1971; Ogilvie 1986; Rhodes & Steers 1981) and work competitiveness of employees (Angle & Perry 1983; Buchanan 1974; Meyer & Allen 1987, 1988).

2.4.2 Continuance Commitment

Continuance commitments are the requirements of individuals for the continuous work of the organization (Allen and Meyer, 1991), such commitments are generally based on benefits. Continuance commitment to the reaction is the individual's perception of the costs of leaving

the organization, and anything that can increase costs can be seen as a prerequisite for continuance commitment (ibid.). The longer the individual works in the organization, the more benefits are gained, and the greater the convenience of individuals in accessing resources (ibid.). This means that the longer the work is done in the organization, the more benefits it will receive, the more specific skills will be acquired, and the formation of personal relationships and a high degree of seniority in the organization (ibid.). When employees leave their jobs, they lose everything they already have and they continue to work for the organization in order to keep their existing resources (ibid.).

According to Baker (1960), continuance commitment is influenced by age and length of service (Aranya & Jacobson 1975; Ferris & Aranya 1983; Parasuraman & Alutto 1984; Stevens et al. 1978). Younger employees are more likely to leave the organization during working in the organization, because they have less work experience, and the cost of leaving the organization is lower than for older employees with extensive work experience (Meyer & Allen, 1984). In addition, the continuance commitment is also affected by the number or size of the organization's investments (Farrell & Rusbult, 1981). When organizations increase the number or size of investments, the attractiveness of other alternatives to the market will decline, the organization's attractiveness to employees will increase, and employee commitment will increase (Meyer and Allen, 1991). Finally, job satisfaction has also become a factor that affects employees' continuance commitment (ibid.). When employees are more satisfied with their work, it means that the higher the employee's departure cost, the employee will give a continuance commitment and continue to work in the organization.

2.4.3 Normative Commitment

According to Meyer and Allen (1991), there is less research on normative commitment, and there are more theoretical developments than empirical. The normative commitment is the connection between individuals and organizations (Bergman, 2006), Wiener (1982) believes that the premise of normative commitment is that the organization is willing to provide incentives for employees. Employees are subject to regulatory pressure imposed by society before they enter an organization or join an organization. When employees believe that they can be rewarded by following social norms (Meyer and Allen, 1991), employees will be willing to make normative commitments. In the 1980s, the normative commitment was considered as an obligation to stay in the organization (Wiener, 1982). after two decades,

some scholars now believe that normative commitment implies that employees and organizations are mutually beneficial (Meyer et al., 2002).

2.5 Factors that affect organizational commitment based on several commitment types:

A number of researchers have talked about how important commitment is towards organizational performances. Meyer and Allen (1997) believe that the stronger correlation between organizational commitment and job performance exists in the individual performance of employees. Take salespersons as an example, there is a strong positive correlation between personal performance and organizational commitment of employees (Dubinsky and Hartley, 1986; Skinner, 2000). So, accepted towards organization plays a vital role to enhance the integrity and effective performance (Comte-Sponville, 2001; Chapman & Galston, 1992).

Hersey and Blanchard (2005) have discussed several factors that affect organizational commitment based on the commitment towards the job, people, own self, organisation and stakeholder. Those are argued by scholars as follow:

2.5.1 Commitment towards job

According to Meyer and Allen (1991), there is less research on normative commitment, and there are more theoretical developments than empirical. The normative commitment is the connection between individuals and organizations (Bergman, 2006), Wiener (1982) believes that the premise of normative commitment is that the organization is willing to provide incentives for employees. Employees are subject to regulatory pressure imposed by society before they enter an organization or join an organization. When employees believe that they can be rewarded by following social norms (Meyer and Allen, 1991), employees will be willing to make normative commitments. In the 1980s, the normative commitment was considered as an obligation to stay in the organization (Wiener, 1982). after two decades, some scholars now believe that normative commitment implies that employees and organizations are mutually beneficial (Meyer et al., 2002).

Employee satisfaction is an employee's evaluation of work and has always been an important issue for the organization (Bhatti & Qureshi, 2007). Peng et al. (2014) defined it as

employee's feeling toward his or her job. However, few organizations have made employees' job satisfaction as a top priority (Bhatti & Qureshi, 2007). Organizations have not yet realized that employees are more inclined to choose a more productive and creative employer. So when employees think that employers can be satisfied with themselves and get happiness from work, employees are willing to make a commitment.

Moreover, according to Mosadeghrad, Ferlie and Rosenberg (2008) job satisfaction, organizational commitment and turnover ratio are connected to each other. They argued that employees who satisfy with their job are more productive and have a desire to stay more in the organization, which affect the turnover ratio, on the other hand, the employees who do not feel satisfied in their job have a huge intention to leave.

2.5.2 Commitment towards people

Many aspects of employees' interpersonal contact and co-workers are positive, which indicates that the employees' personal and environmental factors are in a positive state (Leiter and Maslach, 1988), and they will be willing to make a commitment to the organization. Such a commitment is a commitment to people.

Some of the personal factors that affect the commitment level are the gender of the employee, their age and their education level. Al-Ajmi (2006) made a study on 436 employees in five organization to test if there is a difference between males and females commitment in the workplace, but the result showed that there is no difference between the level of commitment based on the gender, while the result of Khalili and Asmawi (2012) showed that the difference in commitment between males and females is based only on normative commitment, they found that females have more normative commitment than males. The ages of the employees are also one of the main personal factor that affects the commitment, Finegold, Mohrman, and M. Spreitzer (2002) examined a study to explore the relation between the age of the employees and their commitment, their study has involved 3000 employees from six big companies, they found that the desire to stay in the organization for employees between the ages 31-45 and over 45 are more than those under the age of 30.

While the effect of education level on organizational commitment has received different views, Manríquez, Ramírez, and Guerra (2010) argued that as the education level of employees increases as their commitment decrease, they examined the degree of commitment

for employees who have a low education level, and they found that those employees stay more in the organization.

Moreover, the environmental factors also have an impact on organizational commitment. The first environmental factor is communication. According to (Leiter and Maslach, 1988), excessive interpersonal communication makes the employee's emotion change, causes excessive emotional expansion and loss, and eventually leads to the decrease of personal accomplishment and the decline of job burnout.

Most studies show that environmental factors are the direct cause of job burnout (Leiter and Maslach, 1988). Contact with others, regardless of colleagues or customers, can lead to changes in mood. Excessive exposure is the main cause of problems, frustrations, and even conflicts (Leiter and Maslach, 1988), and this negative emotional change is the main factor in job burnout. In such negative mood changes, employees are reluctant to make a commitment to continuing work, and they even want to escape the working environment of negative emotional sources even more quickly.

On the contrary, perception and attitude are very important to individuals (Cable and DeRue, 2002). The quality of communication can affect organizational commitment. Allen (1992) found that in organizations involved in total quality management, communication strengthened organizational commitment with a difference of 59%. Good communication enables employees to get job-related information and the task-related information (De Ridder, 2004) which increase their level of engagement in the organization, which has a positive impact on affective, continuance and normative commitment (I. Altarawneh,2014).

Also, Good communication between employees and leaders can improve the working environment, thereby reducing job burnout, and ultimately making employees commit to the organization (Mathieu and Zajac, 1990). According to Avolio et al (2004) leaders has a great impact to boost the commitment level of employees (Avolio et al., 2004). The transformational leader influences their followers by giving them the opportunity to communicate and also he gives a space to their followers to think about their needs and gives them a wider scope to be able to express their need, which leads to increase their level of commitment (Walumbwa & Lawler, 2011). Followers of transformational leader always have

a great feeling and emotion toward their organization because they are sure how important they are to the organization (Spence Laschinger, Finegan, and Shamian, 2001).

Another environmental factor which argued by Dejoy et al (2010) is the safety climate. He argued that that safety climate plays an important role in enhancing the commitment level of the employees, they find that as the organizations provide their employees with a safe working environment and make employees safety from their priorities, as the employee's commitment level increase.

2.5.3 commitment towards own self

According to Buchanan (1974), commitment will establish an exchange relationship between the organization and the individual, and the employees will bundle themselves with the organization in return for return. When a change is made, the direction of the organization's change will affect the employee's commitment (Vakola and Nikolaou, 2005). The employees are willing to accept the change and make a commitment to the organization at the same time. While the interests of the organization are contrary to the personal interests of the employees, the employees will give up their commitment to the organization for their personal interests (V Akola and Nikolaou, 2005).

Employees come to the organization in order to find a job environment that meets the needs of their own ability and meets their work needs (Vakola and Nikolaou, 2005). When an organization can meet the specific needs of individuals, skills and expectations, the commitment of employees will be more and more (Vakola and Nikolaou, 2005). Such a commitment does not mean the exploitation of the employees, but the employees accept the values and goals of the organization, volunteer for the organization, and desire to be in the organization (Vakola and Nikolaou, 2005). Therefore, when the organization can meet the needs of employees, employees will commit themselves to their development (Vakola and Nikolaou, 2005). Whitener (2001) argued that human resource management is responsible to meet the needs of employees, many practices of human resources management like developmental appraisal, promotion, compensation and training program play a vital role in employees' commitment and motivation, when the employees feel that they work is appreciated, their willingness to stay in the organization increase, and vise versa.

2.5.4 Commitment towards the organisation

In a large number of studies on organizational commitment, some people believe that employees make commitments because of the identity of the organization, and the high recognition of the organization makes the employees make a voluntary commitment to continue to work (Hup Chan, 2006). The identity of the organization can help employees understand their experience, organize their ideas, develop strategies, and ultimately achieve a sense of self-achievement (Cheney, 1983). According to Wan-Huggins et al. (1998), organizational identification is related to intention to stay in the organization. Similarly, job satisfaction is also positively related to organizational commitment (Myers and Oetzel, 2003), work input and job motivation are also related to organizational identification (Van Knippenberg and Van Schie, 2000).

Papa et al (1997) confirmed that human development is accompanied by efficient communication, which means that the organization embeds employees into the organization, and employees will volunteer to work for the organization. When a team is working together, a person can recognize the pressure. This kind of pressure can increase the time for members to work together (Barker and Tompkins, 1994). Personal identification can attract the attention of individuals to a complex process, and eventually make individuals become members of the organization (Barker, 1993). Therefore, for a developing organization, members are willing to commit to the organization because of their high recognition of the organization (Hup Chan, 2006).

2.5.5 Commitment towards Stakeholders

An important group of organizational commitment is a stakeholder. Although many scholars have made great efforts for the stakeholder theories (eg Bergami and Bagozzi, 2000; Carmeli, 2005; Carmeli and Freund, 2002; Dukerich et al., 2002), many important links are still missing, and These theories are related to organizational identification and commitment (Carmeli, Gilat and Weisberg, 2006). Stakeholder theories show that the company should analyze the key components of the interests, which will affect the behaviour of the stakeholders, that is, the commitment to the organization (Donaldson and Preston, 1995; Freeman, 1984).

Different stakeholders have different importance for employees, so employees' commitment to the organization will be affected to varying degrees (Carmeli et al., 2006). Different

stakeholder groups can create a different impression of the organization (Carmeli et al., 2006), which will affect whether employees are willing to make a commitment to the organization to continue to work. For example, when a salesperson has a good relationship with a customer, these employees will be willing to continue to work for the organization, and the relationship with the supplier also affects their impression of the organization (Carmeli et al., 2006).

2.6 Individual Performance:

Individual performance defined as the employees' way of completing the task under the principles established by the organization, and it is measured by the level of contribution to organization success (AZ, 2017). Yeh and Hong (2012) argues that employee's performance appears in the quality and the quantity of the job, which means that the performance of the employees is similar to their productivity. Carlson et al. (2006) described that compensation, recruitment package, training and development, and performance appraisal are among the best factors that enhance the performance of the employees, and they argued that one of the main responsibility for human resource management is to ensure that they give those factors to the employees in the organization. According to Liwei and Erdong (2011), Individual performance is divided into two parts, the first one is the outcome of the individuals and what they have done, and the second one is the attitude of the individual when they did their tasks. Individual performance includes the activities of each employee that seek to achieve the organization goals and objectives even those activities are considered as direct or indirect since any direct or indirect action of the individual will affect the organization goals achievement (Campbell,1990). According to Motowidlo (2003), employee's performance is the behaviour that the organization expected of the employees when they doing the job. Employees' performance is how the employees understand the task, what is their ability to do it and how much they exert effort to complete it. (Williams and Anderson, 1991)

Employee's job performance has several dimensions that have discussed by Campbell(1990 and 1993), those dimensions are discussed as follow:

- Job-specific task proficiency: related to the main task of the individual.
- Non-job-specific task proficiency: the tasks here is not required from the individuals but the organization is expected of them to do it.

- Written and oral communication: refer to the ability of individuals to receive the message to make the job done and how they deliver the message clearly to their colleagues.
- Demonstrating effort: refer to the level of the commitment of the employees during the task completion.
- Maintaining personal discipline: refer to how the individual act with the rules in the organization.
- Facilitating peer and team performance: related to the degree of individual involvement in the teamwork and how he or she contributes to support the teamwork.
- Supervision: include the job that needs supervision.
- Management or administration includes the job he does not need supervision.

2.7 Relationship between organizational commitment and employee's performance:

Previous studies found a different relationship between organizational commitment and employee's performance. Meyer et al. conducted a study in 2002 to study the relationship between three types of commitments with the organizational performance and the individual performance, they found that affective commitment has the most powerful relationship to individual performance, and normative commitment is also has a positive relationship with employees performance but not as the same of affective commitment, while continuance commitment is negatively related to employees performance. However, Memari, Mahdieh and Marnani (2013) found in their study that the three types of commitment have a positive relationship with employees' performance. Another study of Khan et al (2010) which conducted on 153 public and private sector employees in Pakistan found a positive relationship between organizational commitment and employee's performance, but when they compared the impact of three types of commitment on employee's performance they found that normative commitment has the strongest impact on employee's performance. While Clarke (2006) found that affective commitment is positively related to employee's performance but continuance commitment is negatively related to employee's performance.

So, the hypothesis of this study will be as follow:

> **Hypothesis 1:** *Affective commitment being a type of employee commitment generates a positive influence on individual performances.*

So, the first hypothesis is aimed to test the nature of the relationship between Affective commitment which is a type of employee commitment has an impact on the individual performance of the employee. This hypothesis will be rejected if no relation is found after the findings.

> **Hypothesis 2:** *Continuance commitment being a type of employee commitment creates a positive influence on individual performances.*

The second hypothesis is designed to test if continuance commitment which is a type of employee commitment has an impact on individual performance. This hypothesis will be rejected if the findings show no result.

> **Hypothesis 3:** *Normative commitment being a type of employee commitment creates a positive influence on individual performances.*

The last hypothesis is designed to test if the normative commitment has an impact on individual performance. This hypothesis will reject if no results are found.

Chapter 3: Theoretical Model:

In this chapter, the literature review is transformed into a theoretical model.

For this case study, the appropriate framework will be the three-component theory as it was explained in the literature review. So, the below framework is used:
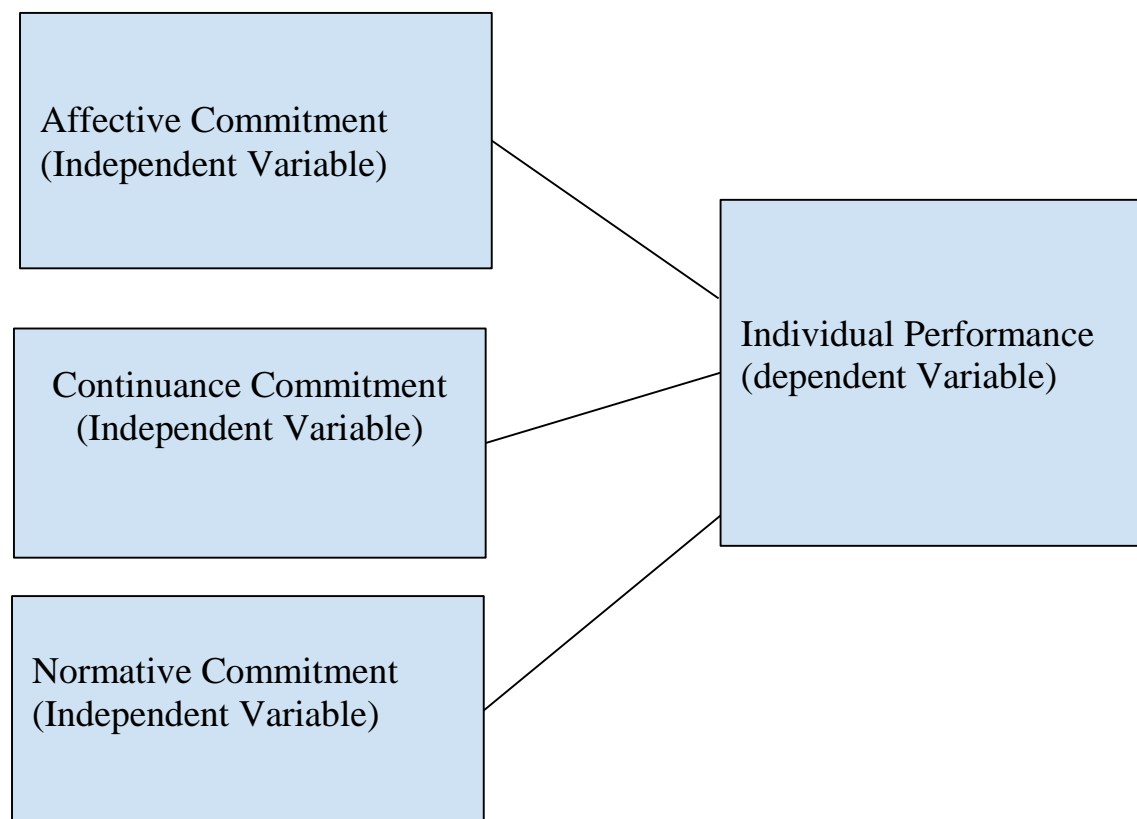
The above figure tries to illustrate the hypothesis designed for this study. Three independent variables are used i.e. Affective commitment, Continuance Commitment and Normative Commitment and how they depend and influence the dependent variable which is the Individual Performance. The three hypothesis mentioned previously are designed keeping this in mind and results are interpreted in a separate chapter.

4 Methodology:

This chapter provides details about what methodologies are used in order to conduct research work. This will also provide details of what techniques and approaches are used for this particular research. Moving on, what instruments, sample size and method of analysis are also discussed to give readers in-depth knowledge of the research. In the end, ethical consideration is given to keep moral values in mind.

4.1 Research Philosophy:

There are three types of research philosophies which are used by researchers in order to find a problem and its solution (Cochran, 2007). Below is the chart showed:
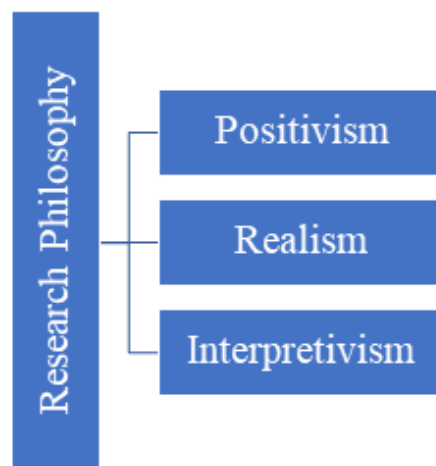
Source: Cochran (2007)

In order to tell statistical data with the help of calculative means, 'The Positivism Philosophy' is used which helps to analyse the data through mathematical means (Landy and Conte, 2009). To study the data which is based on accessibility, the realism philosophy is used. To explore social events with the help of secondary data Interpretivism Philosophy is used (Cohen, Cohen, West and Aiken, 2013).

For this study, positivism philosophy is used. The reason for choosing quantitative analysis is because the analysis is done on a positive philosophy basis and this will help to present empirical findings. Another reason is that this helped to generate rational justification of the results through logical reasoning.

4.2 Research Strategy

There are two types of research strategies, namely, inductive strategy and deductive strategy.

Inductive Strategy:

This strategy uses bottom-to-up approach for conducting research which means that the researchers use already presented theories in order to conduct new research. the problems in order to present the conclusion (Blaxter, Hughes and Tight, 2006).

Deductive Strategy:

This strategy used top-to-bottom approach. For this approach conceptual framework and hypothesis is designed in order to present the findings from empirical testing (Cohen, Cohen, West and Aiken, 2013).

For this case study, the deductive strategy is used due to the above fact that the relationship between employee commitment is shown on individual performance. For this purpose, hypothesis and theoretical model are designed and findings are presented.

To get quantitative data, we choose to have a deductive approach to this research. Therefore, the advantage of using this helps to collect quantitative data and explain the relationship between variables. It helps to collect more appropriate results.

4.3 Research Method:

There are two types of research methods used by the researchers. The Qualitative method and the Quantitative method. It is for the researchers to decide which method will be appropriate for their research. The decision of choosing the research method is based on the nature of the study and data which is used in the process of getting the findings and results.

Qualitative Method:

Qualitative method is the most common method used by researchers (Joy, 2007). Qualitative method is based on detailed information and focuses on difficult variables which are complex to measure. Mostly secondary data is used for this method and the strategy used is inductive (Wrenn, Sherwood, and Ruddick, 2005).

Quantitative Method:

Quantitative method is used to explore information based on statistics. This uses deductive strategy approach. The information and findings are collected using the statistical tool.

This case study uses quantitative approach. Because of the reason that the relationship between two components are being analysed and the research is based on deductive strategy. The quantitative approach will be helpful in finding better results.

4.4 Source of Data:

There are two ways to get information for completing a thesis work. Primary sources and the secondary sources (Denscombe, 2007). When the data and information is collected directly from respondents i.e. interviews and questionnaires then it is said to be Primary sources. Secondary sources include websites, books, journals, articles etc.

For this case study, the sources are mainly primary because questionnaire is prepared in order to find data for results. Employees of Kansai Paints were the respondents. The reason for choosing this was because the case study is based on quantitative approach. Since this case study studies the relationship between employees' commitment and individual performance so this approach was best for better results. For the literature review and methodology, secondary sources were used. Company's website was also a major source of the data.

4.5 Instrument of Data Collection:

For this case study, a questionnaire is designed in order to collect data. The questionnaire is divided into two sections. The first section consists of some basic information regarding age and experience. The second section is designed in order to collect information using five-point Likert scaling method.

4.6 Sampling Techniques:

Two types of sampling techniques are used which induce probability and non-probability. The difference between the two is that in probability the sample size is fixed ad selected according to statistical method meanwhile in non-probability the sample is randomly collected (Gravetter and Forzano, 2011). Both of these techniques are further divided into sub-samplings.

For this case study, the non-probability technique is used and the chosen sampling technique is convenience. The reason for choosing this technique is that responses were collected according to the availability of the respondents (Cochran, 2007). This also helps to gather maximum responses which help in the final analysis.

4.7 Sample Size:

The responses will be collected from the employees of Kansai Paints Pakistan. The targeted audiences will be office staff mainly. The response is to be collected by 100 employees of Kansai Paints. Since the size of the sample is big, therefore, questionnaires are emailed to the respondents.

4.8 Analysis Method:

For this study, a questionnaire was designed in order to collect data from the respondent company. The method of analysis was quantitative, which helped to gather and examine the data. To start with, descriptive frequencies were used in order to analyse the questionnaire and the responses on each given options that helped to know what amount of respondent agree or disagree with the statements mentioned. Furthermore, the for statistical testing two important done were done Correlation matrix and Regression analysis. For this study, correlation matrix helped in defining the correlation between the dependent and independent variables. Regression analysis helped to show the reliance of independent variables on dependent variables.

4.9 Reliability and Validity:

Different statistical tests are done in order to know the reliability of the data. the main purpose of the tests is to check the authenticity of the data collected. Different tests are done by researchers like Barlett test, KMO test, Cronbach's Alpha etc. Out of many, the use of Cronbach's Alpha is most common. In the test, the scope of α is given as general guideline esteem. On the off chance that the got estimation of alpha is inside the range, at that point the information is said to be dependable with great inner consistency (Kothari, 2008).

4.10 Ethical Consideration:

There are certain limitations when a research study is conducted. Therefore, it is important to keep in mind the do and don'ts pros and cons of any study (Rubin and Babbie, 2009). The most important consideration while conducting the research was to keep the data shared by the participants very confidential. It is important to keep the trust of the respondent so that they don't feel reluctant in sharing their important information. Data and information of the respondents were only kept in possession of the researchers and not shared with any third party. It was also kept in mind to use common official language so that it is understandable for all and the questionnaire is precise and easy to understand. No personal information was asked when questions like age and experience (a set was given so that they feel comfortable to share), also questions like religion or ethnic group etc was avoided in order to feel offended.

Chapter 5: Finding

This chapter includes the description of the sample, which mean the description of the case company in Pakistan, also the respondents of the employees that conducted the study are described as well.

5.1 Description of the Case Company:

Kansai Paint is one of the world's top ten paint manufacturers company headquarter in Osaka in Japan established on May 17, 1918. The company manufacture and sales of all types of paints and coating equipment, and it design the colour schemes. Kansai Paint used ALESCO as its corporate brand which it introduced in June 1987, the logo express Kansai Paint image in three words; science, growth, and reliability. (Kansai.com ,2018a)

The company first mission is to maintain credibility and contribute to society through satisfying the customer with high-quality products and service, the second mission is to improve company performance through technological innovation and knowledge, and the final mission is to maximize the company returns through the efforts of all employees (Kansai.com, 2018a).

Kansai Paint consider as the first paint company that become a global partner with one of popular football team Manchester United, the company is sure that Manchester United will help it in the future success, as the Director of Kansai Paint Mr Ishino said that "Both Kansai Paint and Manchester United Football Club have a long history of success and a deep desire to succeed in the future. I am confident that this partnership will enable Kansai to develop not only its presence in new markets but will also augment its position in existing markets," He further added that "Kansai partnership with Manchester United is a further demonstration of Kansai desire to become a global leader in the coatings industry." (Kansai.com ,2018b).

Kansai Paint had the biggest market share in the automotive original equipment manufacturer segment in Japan and considered as the leading paint share in Toyota and Suzuki all over the world. (Kansaipaint.com.pk, 2018)

Kansai Paint records a high business result every year, according to the figure below the company business result is very good but stable, and the company achieve the highest business result in the year 2014.
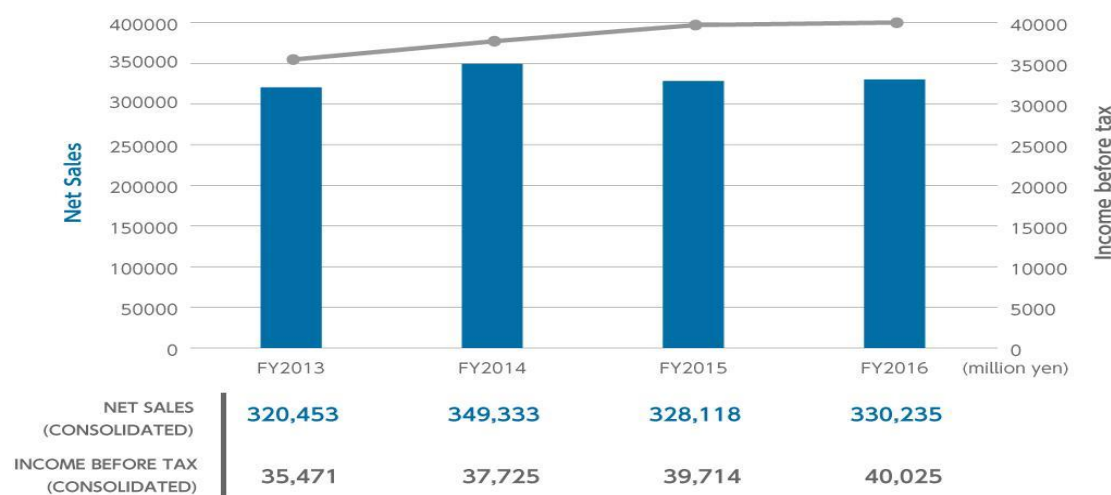
Source:Kansai.com, 2018a

The company has subsidiaries in over 43 countries in the world, one of its subsidiaries is located in Pakistan. Kansai Paint Pakistan is established in 1992. Kansai paint Pakistan has been famous in the automobile industry, it considered as the most important supplier to many companies in automobile industry like Toyota, Suzuki, Nissan, Honda, Hino, Sigma, Hyundai, Yamaha and Baluchistan wheels. The company has three hundred dealers across

eighty-seven cities of Pakistan and provides 500 working opportunity to the families in Pakistan. (Kansaipaint.com.pk, 2018).

The company in Pakistan and worldwide are working under environment-friendly products and they also working to promote its service through provide detail information about the colour via the internet to increase the sale in Pakistan (Kansaipaint.com.pk, 2018).

5.2 Description of respondents

5.2.1 Descriptive Frequencies (Demographics Information)

i: Respondent's Gender

Gender				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	72	72.0	72.0	72.0
	Female	28	28.0	28.0	100.0
	Total	100	100.0	100.0	

The above table reveals the information gathered from the question related to the gender of participants. From the above graph, it is gathered that 72% were the male participants who contributed to research and 28% were female participants. Hence, it proves that majority participants contributed to research were male.

ii: Respondent's Age

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	15	15.0	15.0	15.0
	25-31	65	65.0	65.0	80.0
	32-38	16	16.0	16.0	96.0
	39-45	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

The above table and graph reveal the data gathered from the demographic question related to the age of participants. Based on the above graph it is revealed that majority of participants i.e. 65% were from the age bracket of 25 to 31 years, 16% participants were from 32 to 38 years, 15% participant were from 18 to 24 years and remaining 4% were from 39 to 45 years.

iii: Number of years worked in the company:

Working Years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1yr	28	28.0	28.0	28.0
	1 to 5 years	46	46.0	46.0	74.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	More than 5 yrs	26	26.0	26.0	100.0
	Total	100	100.0	100.0	

The above graph reveals the employees working year in the company; this question was designed in order to know that from how many years the employees were employed in the company. based on this it is gathered that 46% participant was working in the company from 1 to 5 years, 28% were working from less than 1 years and remaining 26% participant was working in the company from more than 5 years.

5.2.2 Descriptive Frequencies (Closed-Ended Statements)

<u>*Affective Commitment*</u>
Statement #1: The reason I want to stay in the company is because of emotional

attachment.

		Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	4	4.0	4.0	4.0
	Disagree	17	17.0	17.0	21.0
	Neutral	8	8.0	8.0	29.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	39	39.0	39.0	68.0
	Strongly Agree	32	32.0	32.0	100.0
	Total	100	100.0	100.0	

Statement #2: I like to talk and discuss about my company with my acquaintance

		Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	6	6.0	6.0	6.0
	Disagree	14	14.0	14.0	20.0
	Neutral	20	20.0	20.0	40.0
	Agree	35	35.0	35.0	75.0
	Strongly Agree	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

Statement #3: I feel that the problems that arise in my company are like my own problems.

		Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	4	4.0	4.0	4.0
	Disagree	11	11.0	11.0	15.0
	Neutral	14	14.0	14.0	29.0
	Agree	36	36.0	36.0	65.0
	Strongly Agree	35	35.0	35.0	100.0
	Total	100	100.0	100.0	

Continuance Commitment

Statement # 4: The reason I want to stay in the company is because the company provides me with various tangible and intangible benefits, which motivates me to stay loyal to the company.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	12.0	12.0	12.0
	Disagree	15	15.0	15.0	27.0
	Neutral	9	9.0	9.0	36.0
	Agree	42	42.0	42.0	78.0
	Strongly Agree	22	22.0	22.0	100.0
	Total	100	100.0	100.0	

Statement # 5: I feel that my value is greater in this company which makes me feel committed.

		Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.0	4.0	4.0
	Disagree	6	6.0	6.0	10.0
	Neutral	17	17.0	17.0	27.0
	Agree	47	47.0	47.0	74.0
	Strongly Agree	26	26.0	26.0	100.0
	Total	100	100.0	100.0	

Statement #6: To leave the company is more costly for me.

		Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	8	8.0	8.0	8.0
	Disagree	8	8.0	8.0	16.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Neutral	17	17.0	17.0	33.0
	Agree	38	38.0	38.0	71.0
	Strongly Agree	29	29.0	29.0	100.0
	Total	100	100.0	100.0	

Normative Commitment

Statement #7: The reason that I want to stay in the company is because of the recognition and promotions that I receive.

		Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	7	7.0	7.0	7.0
	Disagree	14	14.0	14.0	21.0
	Neutral	17	17.0	17.0	38.0
	Agree	38	38.0	38.0	76.0
	Strongly	24	24.0	24.0	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree				
	Total	100	100.0	100.0	

Statement #8: I feel it is unethical to switch jobs only for benefits.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	7.0	7.0	7.0
	Disagree	11	11.0	11.0	18.0
	Neutral	14	14.0	14.0	32.0
	Agree	46	46.0	46.0	78.0
	Strongly Agree	22	22.0	22.0	100.0
	Total	100	100.0	100.0	

Statement #9: The amount of time and Money Company as spent on me, I prefer to stay loyal to the company.

		Frequency	*Percent*	*Valid Percent*	*Cumulative Percent*
Valid	Strongly Disagree	5	5.0	5.0	5.0
	Disagree	12	12.0	12.0	17.0
	Neutral	18	18.0	18.0	35.0
	Agree	46	46.0	46.0	81.0
	Strongly Agree	19	19.0	19.0	100.0
	Total	100	100.0	100.0	

Individual Performance

Statement #10: I feel my performance is getting better due to my satisfaction.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	7.0	7.0	7.0
	Disagree	14	14.0	14.0	21.0
	Neutral	16	16.0	16.0	37.0
	Agree	42	42.0	42.0	79.0
	Strongly Agree	21	21.0	21.0	100.0
	Total	100	100.0	100.0	

Statement #11: My outcome is getting better due to positive ness.

	Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.0	4.0	4.0
	Disagree	10	10.0	10.0	14.0
	Neutral	15	15.0	15.0	29.0
	Agree	48	48.0	48.0	77.0
	Strongly Agree	23	23.0	23.0	100.0
	Total	100	100.0	100.0	

Statement #12: Employee understand policies and are committed towards goals and outcome.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	7.0	7.0	7.0
	Disagree	21	21.0	21.0	28.0

Neutral	14	14.0	14.0	42.0
Agree	43	43.0	43.0	85.0
Strongly Agree	15	15.0	15.0	100.0
Total	100	100.0	100.0	

Chapter 6: Results

This chapter presents the analysis and findings of the study which was collected using a questionnaire. SPSS testing was used to present the information in this chapter in order to know whether the hypothesis was accepted or rejected. In this chapter, empirical results are presented which were gained by statistical tests. In order to know the significance level, two tests, regression analysis and correlation matrix were applied. This helped to gather the findings of the study more easily and accurately.

6.1 Results and Interpretation:

6.1.1   Correlations Matrix

Correlations

		Affective_Co mmitment	Continuance_ Commitment	Normative_C ommitment	Indiviaul_Co mmitment
Affective_Commitment	Pearson Correlation	1	.978**	.972**	.975**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Continuance_Commitm ent	Pearson Correlation	.978**	1	.981**	.981**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Normative_Commitmen t	Pearson Correlation	.972**	.981**	1	.988**

	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
Indiviaul_Commitment	Pearson Correlation	.975**	.981**	.988**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

6.1.2   Regression Analysis

Collonearity Analysis (VIF):

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Affective_Commitment	.040	24.998
	Continuance_Commitment	.026	38.097
	Normative_Commitment	.034	29.737

a. Dependent Variable: Individual_Commitment

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition	Variance Proportions

		Index	(Constant)	Affective_Commitment	Continuance_Commitment	Normative_Commitment
1	1	3.931	1.000	.01	.00	.00	.00
	2	.065	7.759	.98	.00	.00	.00
	3	.002	39.826	.01	.81	.02	.46
	4	.002	50.902	.00	.19	.98	.53

a. Dependent Variable: Individual_Commitment

6.1.3 Regression:

The regression analysis was conducted on Affective commitment, Normative Commitment, Continuance Commitment (independent variable) and Individual Performance (dependent variable). The table is interpreted based on R square value. The value obtained is 0.981, which shows that the impact of relationship is 98.1% between the independent and dependent variables. This means that the positive relationship exists between Independent and dependent variables. However, it is further verified in ANOVA table.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991[a]	.981	.981	.15446

a. Predictors: (Constant), Normative_Commitment,

Affective_Commitment, Continuance_Commitment

The below table illustrates the F distribution value and sig value. The higher value shows that there is a relationship between dependent and independent variable. Similarly, the sig value

obtained is 0.000, which is > 0.05. Hence, based on the sig value and F value, it can be concluded that the alternative hypothesis is accepted and there is a positive and significant relationship between Independent and dependent variable.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	119.154	3	39.718	1664.880	.000[b]
	Residual	2.290	96	.024		
	Total	121.444	99			

a. Dependent Variable: Individual_Performance

b. Predictors: (Constant), Normative_Commitment, Affective_Commitment,

Continuance_Commitment

The coefficient table of regression analysis helps in verifying the results obtained in ANOVA test based on β-value and t-value. Therefore, based on the valued obtained, it can be concluded that the alternative hypothesis is accepted and relationship between Independent and Dependent variable is significant

Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics

	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.015	.053		.277	.782		
Affective_Commitment	.169	.068	.175	2.500	.014	.040	24.998
Continuance_Commitment	.185	.083	.192	2.220	.029	.026	38.097
Normative_Commitment	.618	.075	.629	8.236	.000	.034	29.737

a. Dependent Variable: Individual_Performance

Scaling of R-Value

R – Value	Strength/Weakness
>= +0.70	Very strong and positive relationship
+0.40 to +0.69	Strong positive relationship
+0.30 to +0.39	Moderate positive relationship
+0.20 to +0.29	Weak positive relationship
+0.01 to +0.19	No or negligible relationship
-0.01 to -0.19	No or negligible relationship
-0.20 to -0.29	Weak negative relationship
-0.30 to -0.39	Moderate negative relationship

-0.40 to -0.69	Strong negative relationship
>= -0.70	Very strong and negative relationship

Hence, according to the standard values of sig and R-value, following are the results obtained:

S.No.	Hypotheses	R-Value (Pearson's Correlation)	Sig Value	Concluded Interpretation
H1	*Hypothesis 1: Affective commitment being a type of employee commitment generates a positive influence on individual performances.*	0.975	0.000 < 0.050	Hypothesis accepted
H2	*Hypothesis 2: Continuance commitment being a type of employee commitment creates a positive influence on individual performances.*	0.978	0.000 < 0.050	Hypothesis accepted

H3	*Hypothesis 3: Normative commitment being a type of employee commitment creates a positive influence on individual performances.*	0.988	0.000 < 0.050	Hypothesis accepted

6.1.4 Reliability Testing

Reliability tests are conducted to identify the internal consistency of data. This test helps in knowing that whether the data gathered is synchronized and reliable or not. The value of Cronbach's α obtained in the test helps in knowing the strength level of data gathered. The higher the value is, the stronger the internal consistency of data is.

Reliability Statistics

Cronbach's Alpha	N of Items
.995	12

Item Statistics

	Mean	Std. Deviation	N
I1.1	3.7800	1.18560	100
I1.2	3.5900	1.18146	100

I1.3	3.8700	1.13400	100
I1.4	3.4700	1.31391	100
I1.5	3.8500	1.00880	100
I1.6	3.7200	1.19832	100
I1.7	3.5800	1.19916	100
I1.8	3.6500	1.14922	100
I1.9	3.6200	1.08040	100
I1.10	3.5600	1.17482	100
I1.11	3.7600	1.04563	100
I1.12	3.3800	1.17877	100

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
43.8300	181.779	13.48254	12

Chapter 7: Conclusion

In this chapter, first, the conclusion of the study is added to summarize the result of the study and the research question is answered. Then recommendation and limitation are added at the end of the chapter.

7.1 Conclusion of the study

This research is conducted to study the relationship between organizational commitment and individual performance in one MNC in Pakistan. To achieve the aim of this research and to answer the research question 100 questionnaires were sent to Kansai Paint employees in Pakistan. After received back 100 effective questionnaires SPSS testing is used to analyse the data. In the paragraphs below the finding of the study will be summarized to answer the research question.

100 questionnaires were sent by email to 100 employees, and we get back from all employees who received a questionnaire. In all informants, 72% in males, and 28% in females, males are nearly 2.5 times than females. The age of all informants between 18 to 45, the most employees is in the group which age is between 25-31, about 65%. And the second group is that age between 32-38, approximately 16%, then the age group between 18-24, it is 15% in this research. In the last group, the age between 39-45 has 4% in this research. These 100 employees who answer this questionnaire mostly work in this company for 1-5 years, it has 46% which is almost half proportion in this questionnaire. Then, about 28% of employees just join this company for work, their work time average less than 1 year. The last 26% of employees have a good job experience in this company because they work in this company for more than 5 years.

As the result of the analysis, the affective commitment has a positive impact on the individual performance, which can prove hypothesis 1 is true. In fact, in the result of our questionnaire we find most employees willing to work in this company for a long time, in other words, they are willing to commit to this organization.

In hypothesis 2, continuance commitment has a significant positive impact on individual performance. In the result, 97.8% employees willing to commit to the organization. Bhatti

and Qureshi (2007) believe that when people get satisfaction from their jobs, they will be willing to stay in the same place for a long time. That's mean most employees who feel satisfied and get happiness from their job, they will make continuance commitments to their organization. Hence, the second hypothesis is true as well.

In the third hypothesis, the normative commitment also has a positive impact on individual performance. When employees get good compensation from this company, they are willing to do a normative commitment to the organization following the social norms (Meyer and Allen, 1991). In the results, 97.5% employees have a normative commitment to the organization.

So the normative commitment also has a positive impact on individual performance. Therefore, the third hypothesis is true.

So that, the three hypotheses are accepted and the three type of organizational commitment lead the employees of Kansai Paint to perform very well in the organization. This will help the company achieve more prosperity and success, and will help the company to achieve competitive advantage in the markets.

7.2 Recommendations

After having in-depth research about the commitment level of employees of Kansai Paints, few recommendations can be made in order for them to enhance their performances.

- In order to encourage employees, it is advisable for the company to pay focus on award and compensations. This helps to motivate employees and make them feel more committed towards the organization and eventually contribute to their individual performance.
- Training and seminars should be conducted on regular basis in order to give education to employees on how they should work on themselves.
- Trips to other countries abroad, especially their headquarters in order to make them learn about the company more and international tours will help them build their personality. This will also help them to build a strong relationship between the parent company and the subsidiaries.

7.3 Limitations

Although this thesis focuses on an in-depth study of a company's organizational commitment and individual performance, there are still some limitations. In this paper research, we tried to conduct an in-depth study of Kansai Paint, and we sent out 100 questionnaires. From a time point of view, the process of issuing and retrieving the 100 questionnaires is a long one. We cannot recover all the questionnaires within the expected time. Therefore, the study time after retrieving all the questionnaires becomes very tense. This led us to make compromises on the research. Our data classification when sorting out data is relatively simple, which is lower than our expectations. We hope to conduct an in-depth study of a company at the initial stage of research and design, and the data obtained can make a new contribution to this type of research. However, the final study is not universally adaptable. It is only suitable for this company, Kansai Paint. Therefore, this has led to the limitation of the relationship between organizational commitments and individual performance explained by the data of one company.

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Appendix

Questionnaire

The information and data collected from this questionnaire will only be used for academic research. It is to be made sure that the data will be kept confidential.

Part 1: Demographic Information:

1.   Gender: □ Male □ Female

2.   Age (in years):

□ 18 to 24

□ 25 to 31

□ 32 to 38

□ 39 to 45

□ 46 +

3.   Number of years worked in the company:

□ Less than 1 year

□ 1 to 5 Years
□ More than 5 Years

Part 2: Research Based Information (closed-ended questions)

Note: Please select an appropriate option.

| Strongly Disagree (SD) | Disagree (D) | Neutral (N) | Agree (A) | Strongly Agree (SA) |

S.no	Statement	SD	D	N	A	SA
Affective Commitment						
1.	The reason I want to stay in the company is because of emotional attachment					
2.	I like to talk and discuss about my company with my acquaintance					
3.	I feel that the problems that arise in my company are like my own problems.					
Continuance Commitment						
4.	The reason I want to stay in the company is because the company provides me with various tangible and intangible benefits, which motivates me to stay loyal to the company.					

No.	Statement					
5.	I feel that my value is greater in this company which makes me feel committed.					
6.	To leave the company is more costly for me.					

Normative Commitment

No.	Statement					
7.	The reason that I want to stay in the company is because of the recognition and promotions that I receive.					
8.	I feel it is unethical to switch jobs only for benefits.					
9.	The amount of time and money company as spent on me, I prefer to stay loyal to the company.					

Individual Performance

No.	Statement					
10.	I feel my performance is getting better due to my satisfaction.					
11.	My outcome is getting better due to positive ness.					

12.	Employee understand policies and are committed towards goals and outcome.						