ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of my advisor Terefe Feyera (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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Name   Signature

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Martha Hagos

List of Abbreviation /Acronyms

HRM   Human Resource Management

KSC   Kirkos Sub-city

MSEO   Micro and Small Enterprise Office

SPSS   Statistical Package for Social Science

SD   Standard Deviation

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ABSTRACT

The study assessed organizational commitment in Kirkos sub-city MSE office and result identified and measured organizational commitments within affective, continuance and normative commitments practices that enhance commitment. The primary data for this study was collected through a structured questionnaire that was tailored with the help of literature. The questionnaire included 60 items, categorized into different parts, which are general information of respondents, affective commitment, continuance commitment, normative commitment and individual factors of commitment. Survey was carried out at 47 respondent of Kiskos sub-city MSE office employees. With the support of IBM SPSS statistics software system: descriptive and standard deviation analysis was conducted to generate results. The study found that have more positive results and an agreement with prior theoretical and empirical studies commitment. Moreover, the result indicate that position and tenure are most influential aspects of individual factors of employees of Kirkos sub-city MSE office. Findings suggested that by increase the benefit of employees, employees of MSE could be committed.

Keywords: Commitment, Individual factors, Micro and Small Enterprise office of Kirkos Sub-city.

CHAPTER ONE

INTRODUCTION

1. Background

Committed employees are one of the greatest assets of any organization can have and play a major role in overall organizational efficiency and performance. Hurter (2008) argues that greater levels of employee commitment lead to organizational benefits such as a continuous flow of improvements, cost and efficiency improvements and active employee participation. Committed employees are believed to enhance an organization as they feel secure in their jobs, are well trained, feel part of a team and are proud thus enjoying doing their jobs (Wen-Hsien 2009).

Commitment, according to Jaw and Liu (2004), is not only a human relation concept but involves generating motivation and activating the human mind. Without commitment, the implementation of new ideas and initiatives will be compromised (John and Elyse, 2010). Commitment has also been defined as a psychological state that binds the individual to the organization. This binding force can be experienced in different ways that can be accompanied by different mindsets including: an affective attachment and involvement with the target, a felt obligation to the target, and an awareness of the costs associated with discontinuing involvement with the target (Boxall and Macky, 2009).

Researchers have attempted to construct and view commitment as multi-faceted. In line with this, Conway, Edel, Kathy and Monks (2010) contend that conceptualization of commitment comprising three separable components which include affective commitment, continuance commitment and normative commitment. Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. In traditional, ongoing employment relationships, a high level of affective commitment has been found to be related to low employee turnover, low absenteeism and improved job performance hence employees with a strong affective commitment continue employment with the organization because they want to do so (Wang, 2010).

On the other hand, continuance commitment describes an individual's need to remain with an organization resulting from her/his recognition of the costs such as tenure, pay, benefits, vesting of pensions and family commitment associated with leaving the organization. It may also refer to an

awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so (Loi and Foley, 2008). Normative commitment reflects an individual's feeling of obligation to maintain organizational membership because he/she believes it is morally right to be loyal to, and stay in the organization. Although normative commitment is widely recognized as a salient dimension of employee commitment, it has been found to be substantially interrelated with affective commitment (Coyle-Shapiro, 2008). Different authors suggest that individuals may display each of these three forms of commitment to varying degrees.

Evidences derived from social science researches have shown that there is now a broad agreement amongst commentators that high commitment work practices do improve performance, labor productivity and the quality of service (Owoyemi, Oyelere, Elegbede, and Gbajumo-Sheriff, 2011). Although researchers such as (Boxall and Macky 2009) have argued that the majority of previous studies have looked at high commitment work practices from the employers' perspective, and the over dependence on such perspectives can sometimes be misleading and will not present the real impact of employee commitment which results in positive outcomes in organizational performance. Nevertheless, when employees positively interpret high commitment work practices, it will sequentially increase their commitment to the organization, thereby increasing their individual performances and hence organizational performance will also increase (Owoyemi *et al.,* 2011).

No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team member. Employees have to think like entrepreneurs while working in teams, and have to prove their worth. However, they also want to be part of a successful organization which provides a good income and the opportunity for development and secure employment (John *et al.,* 2010). Through the years, numerous research studies have been conducted to determine the accuracy of this statement. In the end many have concluded that committed employees remain with the organization for longer periods of time than those who are less committed (Scott, 2007).

Therefore, this study will focus on the factors affect employee commitment in case of micro and small enterprise office in Kirkos sub city.Micro & Small Enterprise (MSE) Development Program in Ethiopia meaningfully has been given due attention by government since 2004/2005. Of course, in 1996/97 National Micro and Small Enterprise Strategy was developed by the government. However,

the degree of recognition given to the sector with regards to job creation and the alleviation of abject poverty among impoverished youth and women was not sufficient. Until 2004/2005, the national strategy was implemented by Federal MSE Development Agency which was organized at national level. Because of this, it was very difficult to make the strategy practical specially in delivering business development service for MSE operators. Currently, the government amended MSE strategy with the objective of the sector play alleviating poverty & reducing unemployment, to help out the sector to play its pivotal role as a base to medium and large scale industry. The strategy is implemented all over the country. In amending the strategy a lot of experiences had took from different countries especially from India, Japan and Malaysia (MSE strategy for Ethiopia, 1997).

In 2004 the government of Addis Ababa began the Micro and Small Enterprise Development Program with the objective to reduce poverty and unemployment to less than 20% in the urban area. The MSE program aims to fund micro and small business enterprises to provide people with an income and employment. The government of Addis Ababa 10 sub city branches of the MSE sector are administering the program at district levels and there are 116 sub branch in case of Woreda offices with its own chief to carry out the MSE program. Among them Kirkos sub city one of the implementation area of MSE program within its own objective, mission and vision.

The study examined the empirical understanding concerning the practice of MSE office of Kirkos Sub-city has practiced employ commitment in order to accomplish organizational objectives.

1.1 Statement of the Problem

Employee commitment will result into benefits which include: increased job satisfaction increased job performance, increased total return to shareholders, increased sales, decreased employee turnover, decreased intention to leave, decreased intention to search for alternative, decreased absenteeism (Taylor, 2011). With this in mind, employee commitment should be viewed as a business necessity. Organizations who have difficulty in retaining and replacing competent employees will find it hard to optimize performance. There are not only the immediate expenses of the recruitment process, but other hidden costs such as management time and lost productivity as new employees take time to become effective in their roles (Robinson, Torvik & Verdier, 2006).

Commitment-based service organizations believe that staff's organizational commitment contributes to workforce stability and better customer service hence increase business and organizational

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performance (Nguyen, 2014). Current changes in employment practices affect organizational commitment which is on the unwritten loyalty contract between employees and employers (Robinson *et al.* 2006). Employment practices such as layoffs, downsizing and mergers are stimulated by the need to be competitive but cause employees to have low levels of commitment, as a result employees may view their organizational commitment differently (Robinson *et al..* 2006).

When organizations seek to foster a philosophy of commitment, then the likelihood of an employee searching for employment elsewhere is lowered. According to Bin, Ahmed, Shafi and Shaheen (2011), the individual factors that influence the level of employees' commitment to an organization are age, job security in the organization and the marital status of the employee. Bin *et al.,* (2011), further state that other Individual factors may include material benefits and psychological rewards such as bonuses, including status, loyalty and approval but none the less age, job security and marital status emerge stronger. For example, in the workplace, the supervisor provides a subordinate with support and monetary rewards while in exchange, the subordinate contributes personal devotions and expertise (Gantasala, 2011). However researchers have also mentioned other factors which foster employees' commitment. These include: job-related factors; employment opportunities; personal characteristics; positive relationships; organizational structure; employee motivation; performance appraisals; and management style (Scott *et al..* 2007).

On the other hand, they have not done studies conducted on MSE office in kirkos sub city on a combination of main organizational factors that affect employee's commitment, individual factors that affect employee's commitment and the levels of employee's commitment. That is why the researcher initiate to conduct this research. Therefore this paper well considered important to asses factors that affect employees' commitment of Kirkos Sub City MSE office.

1.2 Research Questions

- What is the level of employees' commitment in Kirkos sub city micro and small enterprise office?

- What are the main organizational factors that influence employee commitment in Kirkos sub city micro and small enterprise office?

- What are the individual factors that affect employee commitment in Kirkos sub city micro and small enterprise office?

1.3 General Objective

The general objective of this study well be to examine the factors that affect organizational commitment of employees in Kirkos Sub City Micro and Small Enterprise Office.

1.4 Specific Objectives

- To examine the level of employees' commitment in the stated office so as to support the findings of preliminary investigations stated in the research problem with empirical data.

- To identify the main organizational factors that influence employees' commitment in Kirkos Sub City Micro and Small Enterprise Office and to determine their degree of influence?

- To identify individual factors that affect employee commitment in Kirkos Sub City Micro and Small Enterprise Office and to determine their degree of influence?

1.5 Definition of Terms

Employees' Organizational Commitment

Organizational commitment, it has been described as the degree of an individual's identification with, and devotion to a specific organization (Lambert, 2006) Meyer et al., (1997)

Affective commitment: Refers to, employee's emotional attachment, identification with and involvement in the organization.

Continuance Commitment: Refers to employee's point of view of whether the costs of leaving the organization are greater than of the costs of staying.

Normative Commitment: Refers to, employees feelings of obligation to the organization.
Kirkos Sub City: an administrative area and division which controls and supervises the activities of eleven district offices under it, and reports to city administration of Addis Ababa micro and small enterprise office.

1.6 Significance of the Study

This study help the office of Kirkos Sub City MSE to understand the broad elements that affect employee commitment and intensity of those factors which help them to come up with powerful systems that ensure they promote the MSE. In addition to this, the study benefit and help me to know about what are the factors that affect organizational commitment of employees in kirkos sub city.

By focusing on the assessment of factors which affect kirkos sub city MSE employees commitment, the study might trigger future researchers to identify others factors that affect employees' commitment. Lastly, it provide at least a basis for further studies related to commitment of employees on the organization principals.

1.7 Scope of the Study

The study carried out Kirkos Sub City MSE office assessing factors that affect employees' commitment. City administration of Addis Ababa under 10 sub cities has administering MSE program at district levels and there are 116 Woreda offices with its own chief to carry out the MSE program. Which is two different offices at sub-city and Woreda level and the population target of this research concentrate on one of the sub-city that is Kirkos. The researcher well conduct study on managerial and non-managerial employees of MSE. The study have seen employees' commitment in the sub city in the year 2009 E.C. It might be difficult to assess the employees' commitment of MSE office including all the Woredas under the sub city, because of difficulty to get proper and necessary data of previous years. In addition time and cost constraints to undertake such big study in this level.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter seeks to present a review of literature in relation to the research questions being analyzed. Literature is presented on the over view of organizational commitment. What are the organizational factors that affect employee's commitment, the individual factors that affect employee's organizational commitment?

2.1 Organizational Commitment

Commitment is a concept that has attracted a great deal of attention from scholars from multiple disciplines including industrial psychology, sociology, and organizational management. Commitment comes in different forms and has different foci; Becker (1992) views the different foci in terms of commitment to the organization, top management, supervisors or the work group. Cohen (2007) demonstrated the importance of commitment to different foci in the workplace and provided a better understanding of how commitment affects employees" attitudes and performance. Different forms of commitment have been found to be important predictors of behaviors such as performance, organizational citizenship behavior, turnover, and absenteeism (Cohen, 2007)

Organizational commitment is defined as the "relative strength of an individual's identification and involvement in a particular organization" (Mowday, Porter & Steers1982). Cohen (2007) defined commitment as the tantamount to tendency toward continuance activity on the basis of person's diagnosis about cost that are related to organization abandonment. Early attempts at defining organizational commitment proposed that it included the acceptance and belief in values, a willingness to exert effort to meet organizational goals, and a strong desire to remain employed within the organization (Mowday et al., 1982).

In other case; Organizational commitment has been described as the degree of an individual's identification with, and devotion to a specific organization, including: (1) value commitment: the strong belief in, and the acceptance of the organizational objectives and values; (2) effort commitment: the willingness to dedicate greater effort to benefit the organization; (3) retention commitment: the willingness to remain as a member of an organization (Lambert, 2006). Dee *et al.,* (2006) believed

that organizational commitment represented an individual emotional attachment to an organization, including identification with, and acceptance of, organizational objectives and values; mental devotion to, and concentration on, a job role; and loyalty to, and affection for the organization.

Similarly; Meyer and Allen (1997) define a committed employee as being one "stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals". This employee positively contributes to the organization because of its commitment to the organization. Research shows that individuals and organizations are adversely affected when commitment is low, and that both benefit when commitment is high (Joel Brockner, 1992). Organizational commitment is associated with increased satisfaction, performance, and organizational adaptability (Meyer *et al.,* 2002), as well as decreased absenteeism and employee turnover (Lo *et al.,* 2010).

Also the benefits of employees' organizational commitment have been well documented in the existing management literature. Committed employees are more likely to develop patterns of punctuality or to be chronically present at work (Brockner *et al.,* 1992). Employees that are committed are also less likely to leave the organization to explore other opportunities (Meyer *et al.,* 1991). Organizational commitment has also been shown to positively affect motivation, organizational citizenship, and job performance (Meyer *et al.,* 2002).

Meyer *et al.,* (2002) developed a three-part model for organizational commitment that continues to be widely used and challenged. Meyer *et al.,* (2002) defined organizational commitment as a psychological state that characterizes the employee's relationship with the organization, and has implications for the decision to continue or discontinue membership in the organization. The threecomponent model described by Meyer *et al.,* (1991) consists of affective, continuance, and normative commitment. It has been shown that an employee's commitment level to each of the organizational commitment construct may vary depending on how much the employee want, need, or ought to remain a member of the organization. That means affective commitment as the psychological attachment to the organization (individuals stay with the organizations because they want to); continuance commitment referring to the cost associated with leaving the organization (individuals stay with the organization because they need to) and normative commitment as the perceived obligations to remain with the organization (individuals stay with the organization because they feel

they should or ought to). Meyer *et al.,* (1997) suggested three components of organizational commitment as listed below:

2.1.1 Affective Commitment

It refers to employee's emotional attachment, identification with and involvement in the organization. Employees with a strong affective commitment stay with the organization because they want to. The processes leading to the development of affective commitment are taken from exchange principles (Mottaz, 1988; Mowday *et al.,* 1982). An organization typically provides rewards or punishments at its disposal in return for the contributions its employees make or fail to make, and the employees commit themselves to the organization in return for the rewards received or the punishments avoided.

According to Ko *et al.,* (1997) Researchers anticipate that met expectations, work involvement, and positive affectivity will increase affective commitment, whereas negative affectivity will decrease it. In addition, the literature indicates that the environment in which organizations operate influences the employees' orientations. Therefore, researchers expect that external job opportunity will decrease affective commitment, whereas social support from spouse, parents, and friends outside work will increase it. Mowday *et al.,* (1982) also described affective commitment as "a mind-set in which individuals consider the extent to which their own values and goals are congruent with those of the organization". In this model, a person can become committed without making an overt pledge; if a person develops sufficient set of strong and positive attitudes or sense of goal congruence, then at some point that person is committed.

Similarly, affective commitment is also attitudinal based and in this situation the employee sees him/herself as a part of the organization. Individuals with high levels of affective commitment continue employment because they want to. Mohamed (2013) conclude that job satisfaction was positively related to affective organizational commitment. Therefore, it is very important for the organizations to have employees feeling affective commitment since strong affective commitment means employees willing to stay in the organization and accepting its objectives and values (Meyer *et al.,* 1991).

2.1.2 Continuance Commitment

It refers to employee's point of view of whether the costs of leaving the organization are greater than of the costs of staying. In continuance commitment, the employees consider the disadvantages of

leaving the organization and avoid quitting. Employees who perceive that the costs of leaving the organization are greater than the costs of staying remain because they need to. Anything that increases the cost associated with leaving the organization can lead to the development of continuance commitment (Meyer *et al.,* 1997). Self-investment is the amount of valuable resources such as effort, time, and energy that an employee has spent in the organization for its well-being (Meyer *et al.,* 1991). Increased effort and energy by employees will increase their continuance commitment, because leaving the organization will result in the loss of the valuable resources spent for the organization. The lack of transferability of job skills and knowledge will also increase the costs of leaving the organization, because it makes it difficult for employees to find alternative jobs that fit (Becker, 1960). If employees move to another organization, it may disrupt the social relationships they have and increase the psychological "cost of making new friends and learning to get along with new working associates" (Becker *et al.,* 1992). According to Becker *et al.,* (1992), the lack of external job opportunities increases the costs associated with leaving the organization. Therefore, the fewer available alternative jobs in the environment, the greater will be the employees' continuance commitment to their current employer.

2.1.3 Normative Commitment

It refers to, employees feelings of obligation to the organization. Employees with high levels of normative commitment stay with the organization because they feel they ought to. On the basis of the works of Wiener (1982) and Scholl (1981), Meyer *et al.,* (1991) suggested that two mechanisms, socialization and exchange, play a key role in the development of normative commitment. According to Wiener *et al.,* (1982), normative commitment develops as a result of normative beliefs that are internalized through pre-entry (familial and cultural) and post entry (organizational) socialization processes. Therefore, a commitment norm, which is labeled as internalized normative beliefs by Wiener *et al.,* (1982), is examined as a possible determinant of normative commitment.

It has argues that normative commitment is only natural due to the way we are raised in society. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. Therefore, when it comes to one's commitment to their place of employment, they often feel like they have a moral obligation to the organization (Meyer *et al.,* 2002). The second mechanism that is operative in the development of normative commitment is the principle of exchange, or what is called a norm of reciprocity by Scholl *et al.,* (1981). According to this principle, normative commitment

develops through the receipt of rewards from the organization that instill a sense of moral obligation to reciprocate with commitment.

Organizational commitment depends on the perception of employees (Eisenberger, 1986). Steers (1997) shows that if the employee finds the organization to be more supportive, a higher level of organizational commitment will result and the direct effort to induce commitment can produce longterm benefits for the organization (Liu *et al.,* 2007).

In other case, Steers *et al.,* (1997) grouped several correlates of organizational commitment into two categories of antecedent variables and labeled them personal characteristics and situational attributes. Personal characteristics are defined as individual-based variables such as age, sex, race, personality, and attitudes. The situation attribute category includes organizationally- mediated variables such as the structural properties of the organization and human resource processes.

2.2 The Importance of Organizational Commitment

Most previous research has suggested that organizational commitment is more strongly related to turnover, organizational citizenship behaviors and reduced absenteeism than is job satisfaction (Watson and Hatton, 2002), an employee's intention to quit is inversely related to the organizational commitment (Angle and Perry,1981), this will result to lower levels of turnover when there are higher level of organizational commitments and high commitment facilitates loyalty so as stable workforce can be sustained despite external environment changes. Liu *et al.,* (2007) claimed that individuals who are motivated would be more committed to their tasks and, hence, perform better. Wiener *et al.,* (1982) also reported that there is a positive correlation between commitment and job performance. Organizations benefit from a committed workforce because committed employees tend to be absent less often, to make positive contributions and to stay with the organization (Bishop and Scott, 2000).

According to Meyer *et al.,* (1997), a committed employee is the one who stays with the organization through thick and thin, attends work regularly, puts in a full day (and maybe more), protects company's assets, shares company goals and others. Thus, having a committed workforce would be an added advantage to an organization. Additionally; (Bishop *et al.,* 2000) believe commitment to an organization also relates to the profit from participating, and the cost of leaving the organization, such as loss of prestige and stability of a working environment.

Sarantinos (2007) alleges that commitment is directly tied to the psychological contract, which, in essence, describes the implicit agreement between employees and the organization with regards to their reciprocal obligations and perceived expectations. The most important factor in determining an individual's motivation is the psychological contract, defined as the set of expectations between an employee and some implicit components of an organization, i.e. pay, dignity, opportunities. In return, the organization demands loyalty and commitment (Schein, 1980). From this, we can be concluded that, commitment of employees is very essential for organization in order to achieve the objective of the organization.

2.3 Organizational Factors Affecting Employees' Commitment

There are a variety of organizational factors that shape employees commitment. Such factors include the following: job-related factors; employment opportunities; positive relationships; organizational structure; and management style.

2.3.1 Job-related Factors

Organizational commitment is an important job-related outcome at the individual level, which may have an impact on other job-related outcomes such as turnover, absenteeism, job effort, job role and performance or vice versa (Randall, Fedor, & Longenecker, 1990). The job role that is ambiguous may lead to lack of commitment to the organization and promotional opportunities can also enhance or diminish organizational commitment (Curry, Wakefield, Price & Mueller, 1996). Other job factors that could have an impact on commitment are the level of responsibility and autonomy. Baron and Greenberg (1990) state that "the higher the level of responsibility and autonomy connected with a given job, the lesser repetitive and more interesting it is, and the higher the level of commitment expressed by the person who fill it".

2.3.2 Employment Opportunities

The existence of employment opportunities can affect organizational commitment (Curry et. al., 1996). Individuals who have a strong perception that they stand a chance of finding another job may become less committed to the organization as they ponder on such desirable alternatives. Where there is lack of other employment opportunities, there is a tendency of high level of organizational commitment (Vandenberghe, 1996). As a result, membership in the organization is based on continuance

commitment, where employees are continuously calculating the risks of remaining and leaving (Meyer *et al.,* 1997).

There is positive relationship between employee's organizational commitment and growth opportunities. The organizations should provide clear and easy career paths to the employees, among the rewards may include both monetary and non-monetary benefits. Thus phenomenon of reciprocity happens to be provided in true sense.   The researchers recommended that in order to strengthen the commitment of employees with their organization the factors responsible for enhancing the commitment must be strengthened. So that if the organization cares for officers, they will repay with stronger commitment with their organization Khaliq I., Naeem B. and Khalid S. (2010).

2.3.3 Work Environment

The working environment is also identified as another factor that affects organizational commitment. One of the common working environmental conditions that may affect organizational commitment positively is partial ownership of a company. Ownership of any kind gives employees a sense of importance and they feel part of the decision-making process (Klein, 1987). This concept of ownership which includes participation in decision-making on new developments and changes in the working practices, creates a sense of belonging (Armstrong, 1995). A study conducted by Subramanian and Mia (2001) also indicates that managers who participate in budget decision- making tend to have a high level of organizational commitment.

Another factor within the work environment that may affect organizational commitment is work practices in relation to recruitment and selection, performance appraisal, promotions and management style (Meyer *et al.,* 1997). Obtaining top management leader ship and commitment is critical for diversity programs of organization to succeed. One way to communicate this commitment to all employees'.as well as the external environment is to incorporate the organization's attitudes toward diversity into the corporate mission statement and into strategic plans and objectives Thomas S.

(2002), Metcalfe and Dick (2001, p 412) in their study conclude that "the low level of organizational commitment of constables could be attributed to inappropriate selection and promotion which lead to the perpetuation of managerial style and behavior that has a negative effect on organizational commitment of subordinates". In all of the empirical studies, interestingly team work sprit plays the most influential role in predicting commitment. The more satisfied staff is with work place the higher

commitment to organization they will make. This can be understood as affective orientation rather than income orientation (normative commitment) and benefit (continuance commitment) Tung N., Khuong N., and Phuong V. (2014).

2.3.4 Positive Relationships

The organization as a workplace environment is built up of working relationships; one of which is the supervisory relationship. According to Randall *et al.,* (1990) "the supervisory relationship can affect organizational commitment either positively or negatively". A positive supervisory relationship depends on how work-related practices such as performance management are being implemented in the organization (Randall *et al.,* 1990). 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 organizational commitment. Organizational members can demonstrate commitment when they are able to find value through work relationships (Mathieu *et al.,* 1990). Brooke, Russell and Price (1988) state 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 essence, when work relationships reflect mutual respect to individuals, they are able to commit themselves to the organization.

2.3.5 Organizational Structure

Organizational structure plays an important role in organizational commitment. Bureaucratic structures tend to have a negative effect on organizational commitment. Zeffanne (1994, p 991) indicates that "the removal of bureaucratic barriers and the creation of more flexible structure are more likely to contribute to the enhancement of employee commitment both in terms of their loyalty and attachment to the organization". The management can increase the level of commitment by providing the employees with greater direction and influence (Storey, 1995).

2.3.6 Management Style

It is stated by Zeffanne (1994, p1001) that "the answer to the question of employee commitment, morale, loyalty and attachment may consist not only in providing motivators, but also to remove

demotivators such as styles of management not suited to their context and to contemporary employee aspirations". Weldebrhan (2013) confirmed that to enhance the commitment level of the employees should focus on motivational factors with positive and significant of effective commitment. A management style that encourages employee involvement can help to satisfy employee's desire for empowerment and demand for a commitment to organizational goals. Management is responsibilities include vision, establishing systems setting the expectations, assessing performance, improving effectiveness, encouragement for doing things, commitment of top management to wards safety, health and environment is essential and this message should flow to all organizational levels and commitment of employees to ward organizations. R.K Jain (2010).

Gaertner (1999, p 482) argues that "more flexible and participatory management styles can strongly and positively enhance organizational commitment". Organizations need to ensure that their management strategies are aimed at improving employee commitment rather than compliance (William & Anderson, 1991).

2.3.7 Personal Characteristics

Organizational commitment can also be affected by the employee's personal characteristics such as age, years of service and gender (Meyer *et al.,* 1997). In the study of Muhammad I et al.,(2012) concluded that organizational commitment is dependent on gender, marital status, age, education, experience, It means that where their falls responsibility on employees to be became committed with institution and perform duties as required there also fall responsibility on institutions to provide them satisfied job keeping the view their demographics. Baron *et al.,* (1990) state that "older employees, those with tenure or seniority, and those who are satisfied with their own levels of work performance tend to report higher levels of organizational commitment than others". This implies that older people are seen to be more committed to the organization than other age groups.

Another personal characteristic that may affect organizational commitment is associated with gender (Meyer *et al.,* 1997). However, it is argued that gender differences in commitment are due to different work characteristics and experiences that are linked to gender (Mathieu & Zajac, 1990).Even though we have included gender as a variable of organizational commitment in all of our empirical studies, it appeared to be a significant predictor of employees' organizational commitment in only one of the studies. In order to measure gender. In all of the empirical studies, female employees more committed than male, which is more or less similar to the prevailing gender proportion of employment in the

Ethiopian context e.g., (Deribe, Hibret, & Terefe, 2013). The result is such that female employees are more committed to the organization than their male counterparts. Consistent with Guest (1987) and Altinoz, Cakiroglu, and Cop (2012), the conclusion is that employees' gender matters as far as their commitment to their employing organization is concerned. In general Employees who are married, have longer tenures, possess high educational qualification, and are older show more commitment than the employees who are single, having smaller tenures with the organizations, lower qualified and younger in age respectively (Tekile & Solomon, 2016).

2.4 Empirical Review

Empirical studies have shown that turnover intentions are functions of several variables such as motivation, organizational support, financial reward, communication promotion prospect and leadership styles (Brown, McHardy, McNabb and Taylor, 2011). Jordan (2012) suggests that most of the theoretical literature contends that before individuals leave an organization, they progress through a series of stages of psychological and behavioral withdrawal. (Scott, 2007) for example, asserted that absence is a miniature form of turnover. He states that the position of leaving a job is the outcome of a chain of experiences building up to the final break events on a smaller scale. Signs such high absenteeism tend to manifest earlier as turnover becomes the dying state of a lively process of leaving. However, with the changing nature of jobs, more study has to be done focusing on the effect or impact of turnover intentions on employees' commitment (Bin, 2011).

2.5 Conceptual model

Based on the detailed literature review, the study was investigated factors affecting employees organizational commitment of MSE office of kirkos sub city.

Figure 1: Theoretical frame work

Organizational factors

    1.management stayl

    2.work enviroment

    3.positive relation ship

    4. job related factors

Factors affecting employees organizational commitment

components of commitment

    1. affective commitment

    2. normative commitment

    3. continuos commitment

personal characterstics

    1.Education

    2. tenure

    3. Gender

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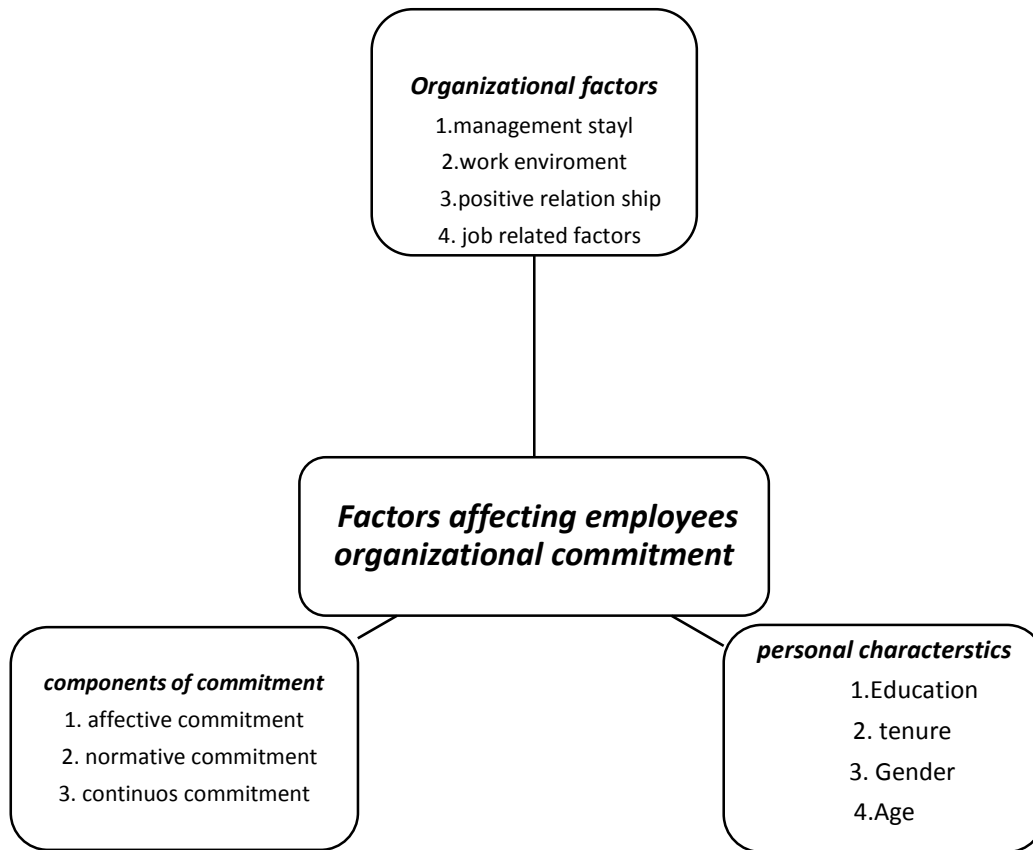
Source: *Developed based on the objective of the study and literature reviewed.*

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the research design and the methodology that used in gathering data for the study. It contains the research design, the sampling method, the population and sample size, source of data, data collection procedure and data analysis techniques.

3.1 Research Design

This study employed qualitative research approach. Based on it descriptive research method was used because this study is concerned with finding out what factors affect employees' commitment. Factors under the study were considered as the independent variables whereas the dependent variable was employee commitment.

3.2 Population, Sample Technique and Sample size

The total population of the research was 47 which constitute employees of Kirkos sub city in micro and small enterprise office. The study considered only micro and small enterprise office of Kirkos sub city office as the target population. Since the population size was manageable, a census method was employed rather than sampling. Hence all employees of Kirkos sub city in micro and small enterprise office were considered in the study.

3.3 Methods and instruments of data collection

In this study both primary and secondary sources of data were collected. The primary data was collected through close-ended standard questionnaire. Because it is easy for respondents to answer; easy to analyze statistically and response choices would clarify the question for respondents. The questionnaire was composed of structure questions and measure by using Likert scale. The attitude measurement technique which the student researcher adopted is the Likert scale. Likert data have their origins in the scale proposed by Likert (1932). In this closed form of questionnaire, the respondents were asked to choose one of the alternatives as possible answers. The Likert scale included five scales ranging from 1 which represents "very dissatisfied" to 5 which represent "very satisfied" 2 refers to "Dissatisfied", 3 "neither" and 4 represents "satisfied". The questionnaires were directly given to the respondents.

The questionnaire was administer only to employees in Kirkos sub city micro and small enterprise office. The study were included both managerial and non-managerial employees of the office.

3.4 Procedures of Data Collection

The form of questionnaire that used in the study is a close-ended one. The questionnaire was distributed for all employees who are employees' of Kirkos sub city MSE office of both managerial and non-managerial employees. The questionnaire was distributed to the respondents to fill their own responses for each of the questions. Thus, the researcher was collected by checking completeness of the questionnaire then verified and data entry was managed based on the time line provided for data collection and entry.

3.5 Method of Data Analysis

The collected data by close-ended questionnaires was analyzed quantitatively. A descriptive statistics conducted and analyzed with frequencies, percentages, mean and standard deviation. This was expected to investigate by using descriptive analysis method with the help of SPSS in frequencies and percentages and the analyzed data was interpreted in tables.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

The main purpose of the study was to examine the factors that affect organizational commitment of employees in Kirkos Sub City Micro and Small Enterprise Office. In order to meet the purpose, this chapter discussed general information of the respondent, descriptive statistics allowed the study to organize and summarize the data collected.

Thus, to examine the factors that affect organizational commitment of employees in Kirkos Sub City, structured questioners were designed for employees to give their feedbacks. 47 questionnaires were distributed at Micro and Small Enterprise Office in Addis Ababa city. From the total number of questionnaires distributed to employees all (47) were fully answered and returned; finally the researcher had secured 47 responded questionnaires. Therefore, the number of valuable questionnaires collected with a response rate of 100%.

4.1 Personal characteristics of the respondents

This part of the study is concerned with the background of the respondents in order to give clear picture of participant who filled the questionnaires. Respondents were requested to fill their gender, age, marital status, qualification, job position and work experience. One of the motive of this study is to verify the impact of several individual factors on organizational commitment. Table 1 provides the general demographical distribution of the respondents with regard to various categories. The respondents were distributed according to their gender, age, marital status, level of job position.

Table 1: Personal characteristics of the respondents

Variables	Type	Count (F)	Percentage (%)
Gender	Male	37	78.7
	Female	10	21.3
	Total	47	100.0
Age	Less than 25 years	1	2.1
	25 - 30 years	32	68.1
	31 - 35 years	5	10.6
	36 - 40 years	6	12.8
	Above 40 years	3	6.4
	Total	47	100.0
level of education	Diploma	1	2.1
	Degree	46	97.9
	Total	47	100.0
Marital status?	Single (never married)	24	51.1
	Married	22	46.8
	Separated	1	2.1
	Total	47	100.0
Total experience in current organization	Below 3 years	17	36.2
	3 to 5 years	18	38.3
	6 to 8 years	9	19.1
	Above 8 years	3	6.4
	Total	47	100.0
Total work experience in different organizations	Below 5 years	12	25.5
	5 to 10 years	23	48.9
	11 to 15 years	8	17.0
	Above 15 years	4	8.5
	Total	47	100.0
Monthly salary level	3001- 4000 birr	2	4.3
	4001- 5000 birr	9	19.1
	Above 5000 birr	36	76.6
	Total	47	100.0

Based on the analysis gender distribution indicated a lower number of female respondents 10 (21.3%) than male 37 (78.7%). Age distribution of most respondents 33 (70.2%) were young (less than 30 years of age), between 31 to 40 years of age 11 (23.4%) and the remaining 3 (6.4%) of respondents

were above 40 years old. The literature review indicate in the above chapter the researchers say that young and male employees are less committed than older and female employees. Based on the result of the finding most of kirkos sub city employees are young and males but the analysis indicates that in this office gender and age are not the main factors of affecting employee's organizational commitment.

In terms of qualification 97.9% were first degree (BA or BSc) holders and only one person (2.1%) of the respondents have diploma and marital status compositions of the respondents dominated by single 24 (51.1%) followed by married 22 (46.8%) and the remaining one person (2.1%) was separated.

The overall working experience of employees in Kirkos Sub City Micro and Small Enterprise Office between 5 to 10 years were 23 (48.9%), and below 5 years & above 10 years experienced employees were equal 25.5% each. The respondents had working experience in current job position below 3 years were 17 (36.2%), from 3 to 5 years 18 (38.3%) and above 6 years 12 (25.5%) with various level of job position.

The study incorporated the benefit package (salary) of employees and the result show that employees earned less than 4,000 were 2 (4.3%), employees salary earned between 4,001 were 9 (19.1%) and most of employees 36 (76.6%) were earned above Birr 5,000 and above according to their experience, level education and position.

4.2 General Approaches of Organizational Commitment

Organizational commitment of employees in Kirkos Sub City Micro and Small Enterprise Office were examined in three categorized groups; namely, affective commitment, continuance commitment, normative commitment. Moreover its effectiveness to improve employees' motivation and job involvement was also examined.

According to Meyer, et.al. 1997 in the area, employees who promoted have increase confidence and commitment, as mentioned in the literature review of this study. This study, therefore, required the opinion of respondents whether they become committed with the job. In connection to this, the respondents were requested to answer a five categorized questions in order to evaluate their commitment.

4.2.1 Affective Commitment

Affective commitment is one of the methods to assess organizational commitment in Kirkos Sub City Micro and Small Enterprise Office and the result is depicted in Table 2 bellow. There were eight question presented to evaluate this commitment practices type of organizational commitment and the response are summarized in the table below.

Table 2: Respondents' perception of their affective commitment

Affective commitment scale items		SD	D	U	A	SA	Total	Mean	Std.D
I would be very happy to spend the rest of my career with this organization	F	10	14	14	6	3	47	2.53	1.158
	%	21.3	29.8	29.8	12.8	6.4	100.0		
I enjoy discussing my organization with people outside it	F	3	14	3	19	8	47	3.32	1.253
	%	6.4	29.8	6.4	40.4	17.0	100.0		
I really feel as if this organization's problems are my own	F	3	12	5	22	5	47	3.30	1.159
	%	6.4	25.5	10.6	46.8	10.6	100.0		
I think that I could easily become as attached to another organization as I am to	F	8	28	5	4	2	47	2.23	0.983
	%	17.0	59.6	10.6	8.5	4.3	100.0		
I do not feel like 'part of the family' at my organization	F	3	9	6	17	12	47	3.55	1.248
	%	6.4	19.1	12.8	36.2	25.5	100.0		
I do not feel 'emotionally attached' to this organization	F	1	7	3	20	16	47	3.91	1.100
	%	2.1	14.9	6.4	42.6	34.0	100.0		
This organization has a great deal of personal meaning for me	F	4	6	6	27	4	47	3.45	1.100
	%	8.5	12.8	12.8	57.4	8.5	100.0		
I do not feel a strong sense of belonging to my organization	F	3	8	9	17	10	47	3.49	1.196
	%	6.4	17.0	19.1	36.2	21.3	100.0		
Total								3.22	1.150

SA=Strongly Agree; A=Agree; U=Undecided; D=Disagree; SD=Strongly Disagree; and Std.D=Std. Deviation

The first question was concerning about future plan with the organization whether employees will spend with the current organization or not. Regarding this, the result shows that 6.421.3% and 12.8% strongly agreed and agreed respectively, whereas 29.8% were undecided and the other 29.8% were disagreed while 21.3% strongly disagreed. From this analysis, only 19.2% of the employees had plan to continue with the current organization, however, most of employees (51.1%) were not continue or plan to change their current organization. An average mean value of 2.53, which has moderate value with standard deviation of 1.158. It indicate employees were not satisfied with the current position and benefit they got.

Regarding the second question staffs believes enjoying discussing about their organization with people outside it. The response showed that 57.4% and 36.2% positive (agreed) and negative (disagreed) answer respectively, 6.4% were undecided. An average mean value of 3.32, which has moderate vale with standard deviation of 1.253.

Regarding the third question staffs believes, feel as if the organization's problems his/her own. The response showed that 10.6% and 46.8% strongly agreed and agreed respectively, 10.6% were undecided and the other 31.9% and 6.4% were strongly disagreed and disagreed respectively. From this statement the study indicates that more than half (57.4%) of respondents were respond positive answer to feel the organization's problems as his/her own. Employees feel as if the organization's problems his/her own with an average mean value of was 3.30, which has strong vale with standard deviation of 1.159. This indicate that employees has a positive attitude for the organization.

The fourth question, I couldn't easily become as attached to another organization as I am to this one, from the total of 47 respondents the response showed that 8 (17.0%) and 28 (59.6%) strongly disagreed and disagreed respectively, 5 (10.6%) were undecided and the other 4 (8.5%) agreed and 2 (4.3%) strongly agreed. Thus, we can say become as attached to another organization with a low mean value of 2.23, which has relatively satisfactory value with standard deviation of 0.983.

The analysis of this finding out with the other affective commitment scale I feel like 'part of the family' at my organization. Only 12 (25.5%) respondents were disagree with this question. And 29 (61.7%) respondents were agreed and the others 6 (12.8%) of respondents were undecided. With a mean value of 3.55, which has relatively satisfactory value with standard deviation of 1.248.

Out of 47 respondents, 36 (76.6%) were agree with I feel 'emotionally attached' to this organization while 8 (17.0%) of respondents answered that they were disagree with this aspect. Other 3 (6.4%) respondents were undecided. With a mean value of 3.91, which has relatively satisfactory value with standard deviation of 1.100.

The result collected from respondents to shows that, the respondents 10 (21.3%) were agreed with the affective commitment scale item this organization has a great deal of personal meaning for me, 6 (12.8%) of undecided responses. The respondents, 31 (65.9%) of the respondents were disagreed with this affective commitment scale. With a mean value of 3.45, which has relatively satisfactory value

with standard deviation of 1.100. In this regard, most of employees of Kirkos sub-city MSE office had not a great deal of personal meaning.

Among 47 respondents the finding were shows that 27 (57.5%) were agree and other respondents 9 (19.1%) undecided. 11 (23.4%) of respondents they answered disagree with affective commitment scale item I feel a strong sense of belonging to my organization with an average mean value of 3.49, which has relatively satisfactory value with standard deviation of 1.196. Most of employees respond had not strong sense of belongingness to the organization. This implies the level of employees' commitment are less for that organization.

4.2.2 Continuance Commitment

Continuance commitment is one of the methods to assess organizational commitment in Kirkos Sub City Micro and Small Enterprise Office and the result is depicted in Table 3 bellow. There were eight question presented to evaluate continuance commitment practices type of organizational commitment and the response are summarized in the table below.

Table 3: Respondents' perception of their continues commitment

Continuance commitment scale items		SD	D	U	A	SA	Total	Mean	Std.D
I am afraid of what might happen if I quit my job without having another one lined up	F	4	10	9	16	8	47	3.30	1.232
	%	8.5	21.3	19.1	34.0	17.0	100.0		
It would be very hard for me to leave my organization right now, even if I wanted to	F	7	10	12	15	3	47	2.94	1.187
	%	14.9	21.3	25.5	31.9	6.4	100.0		
Too much in my life would be disrupted if I decided I wanted to leave my organization	F	12	17	5	10	3	47	2.47	1.266
	%	25.5	36.2	10.6	21.3	6.4	100.0		
It would be too costly for me to leave my organization now	F	3	19	8	13	4	47	2.91	1.139
	%	6.4	40.4	17.0	27.7	8.5	100.0		
Right now, staying with my organization is a matter of necessity as much as desire	F	5	6	8	24	4	47	3.34	1.147
	%	10.6	12.8	17.0	51.1	8.5	100.0		
I feel that I have too more options to consider leaving this organization	F	4	20	8	10	5	47	2.83	1.185
	%	8.5	42.6	17.0	21.3	10.6	100.0		
One of the few serious consequences of leaving this organization would be the	F	10	15	9	13	0	47	2.53	1.120
	%	21.3	31.9	19.1	27.7	0.0	100.0		
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have	F	7	16	7	16	1	47	2.74	1.151
	%	14.9	34.0	14.9	34.0	2.1	100.0		
Total								2.88	1.178

SA=Strongly Agree; A=Agree; U=Undecided; D=Disagree; SD=Strongly Disagree; and Std.D=Std. Deviation

The analysis of this finding out with the continuous commitment scale. Out of 47 respondents, 24 (51.0%) were agree with afraid of what might happen if I quit my job without having another one lined up. While 14 (29.8 %) of respondents answered that they were disagree with this aspect. Another respondents were undecided 9 (19.1%). An average mean value of 3.30, which has relatively satisfactory value with standard deviation of 1.232. More than half of the employees were afraid to what happen if they quite their job.

It would be very hard for me to leave my organization right now, even if I wanted to, the respondents 18 (38.3%) were agree with this question. 17 (36.2%) of the respondents were disagree and the others 12 (25.5%) of respondents were undecided. A mean value of 2.94, which has relatively satisfactory value with standard deviation of 1.187.

The result collected from respondents shows that, 29 (61.7%) of the respondents were disagree with too much in my life would be disrupted if I decided I wanted to leave my organization now. 5 (10.6%) of the respondents were undecided and 13 (27.7%) of the respondents were agree with this continuous commitment scale. A low mean value of 2.47, which has relatively satisfactory value with standard deviation of 1.266. The result show that most of the respondents were not disrupted if they leave the organization shortly.

Among 47 respondents 13 (27.7%) respondents were agree and the finding shows that 4 (8.5%) were strongly agree and other respondents 8 (17.0%) were undecided and 19 (40.4%) of respondents answered disagree and the reaming 3 (6.4%) were strongly disagree with continuous commitment scale item It would be too costly for me to leave my organization now. A mean value of 3.09, which has relatively satisfactory value with standard deviation of 1.139.

Table 3 illustrated that 28 (59.6%) of respondents were agree with the continuous commitment scale item right now, staying with my organization is a matter of necessity as much as desire. 8 (17.0%) of respondents were undecided and 6 (12.8%) employees were disagree and the remaining 5 (10.6%) were strongly disagree. A mean value of 3.34, which has relatively satisfactory value with standard deviation of 1.147.

The analysis on the question I feel that I have too much options to consider leaving this organization 24 (51.1%) respondents were disagree with this question, 15 (31.9%) of the respondents were agree and the others 8 (17.0%) of respondents were undecided. A mean value of 3.17, which has relatively satisfactory value with standard deviation of 1.185.

The result collected from respondents to shows that, 25 (53.2%) respondents were disagree with question one of the few serious consequences of leaving this organization would be the scarcity of available alternatives, 9 (19.1%) of the respondents were undecided and 13 (27.7%) of the respondents were agreed and none of the respondents were responded strongly agree. With a mean value of 2.53, which has relatively satisfactory value with standard deviation of 1.120. Half of the respondents feel that they have an option other than the current organization.

The finding were shows that 23 (48.9%) were disagree and other respondents 7 (14.9%) undecided. 17 (36.2%) of respondents they answered agreed with this continuous commitment scale item, One of

the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice another organization may not match the overall benefits I have. A mean value of 2.74, which has relatively satisfactory value with standard deviation of 1.151.

4.2.3 Normative Commitment

Normative commitment is one of the methods to assess organizational commitment in Kirkos Sub City Micro and Small Enterprise Office and the result is depicted in Table 4 bellow. There were eight question presented to evaluate normative commitment practices of organizational commitment and the response are summarized in the table below.

Table 4: Respondents' perception of their normative commitment

Normative commitment scale items		SD	D	U	A	SA	Total	Mean	Std.D
I think that people these days move from company to company too often	F	3	2	1	24	17	47	4.06	1.071
	%	6.4	4.3	2.1	51.1	36.2	100.0		
I believe that a person must always be loyal to his or her organization	F	1	5	3	18	20	47	4.09	1.060
	%	2.1	10.6	6.4	38.3	42.6	100.0		
Jumping from organization to organization seem at all unethical to me	F	9	10	6	17	5	47	3.02	1.343
	%	19.1	21.3	12.8	36.2	10.6	100.0		
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	F	7	12	9	13	6	47	2.98	1.294
	%	14.9	25.5	19.1	27.7	12.8	100.0		
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	F	14	15	6	7	5	47	2.45	1.348
	%	29.8	31.9	12.8	14.9	10.6	100.0		
I was taught to believe in the value of remaining loyal to one organization	F	5	7	7	20	8	47	3.40	1.245
	%	10.6	14.9	14.9	42.6	17.0	100.0		
Things were better in the days when people stayed with one organization for most of their careers	F	4	12	5	14	12	47	3.38	1.344
	%	8.5	25.5	10.6	29.8	25.5	100.0		
I think that wanting to be a "company man" or "company woman" is sensible anymore	F	6	3	7	15	16	47	3.68	1.353
	%	12.8	6.4	14.9	31.9	34.0	100.0		
Total								3.38	1.257

SA=Strongly Agree; A=Agree; U=Undecided; D=Disagree; SD=Strongly Disagree; and Std.D=Std. Deviation

Out of 47 respondents, 2 (4.3%) were disagree with I think that people these days move from company to company too often while 24 (51.1%) of respondents answered that they were agree with this aspect. And 17 (36.2%) respondents were strongly agree. Another respondents were undecided 1 (2.1%) and

strongly disagree 3 (6.4%). With a mean value of 4.06, which has relatively satisfactory value with standard deviation of 1.071.

The analysis of this finding out with the normative commitment scale I believe that a person must always be loyal to his or her organization, 6 (12.7%) were disagree with this question. And 38 (80.9%) respondents were agree and the others 3 (6.4%) of respondents were undecided. With a high mean value of 4.09, which has relatively satisfactory value with standard deviation of 1.060. The result show that most of employees were believe that a person must be loyal to his/ her organization.

The result collected from respondents to shows that, the respondents that were 22 (46.8%) disagree with normative commitment scale item jumping from organization to organization does not seem at all unethical to me. 6 (12.8%) of the respondents were undecided and 19 (40.4%) of the respondents were agree with this normative commitment scale. With a mean value of 3.02, which has relatively satisfactory value with standard deviation of 1.343.

Among 47 respondents 40.4% (19) respondents were disagree and other respondents 9(19.1%) undecided. 13 (27.7%) of respondents they answered agree and the reaming 6 (12.8%) has been strongly agree with normative commitment scale item One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain. With a mean value of 2.45, which has relatively satisfactory value with standard deviation of 1.348.

The finding were shows that 29 (61.7%) disagree and other respondents 6 (12.8%) undecided. 12 (25.5%) of respondents has been agree with this normative commitment scale item, If I got another offer for a better job elsewhere I would not feel it was right to leave my organization. With a mean value of 2.45, which value with standard deviation of 1.348.

The analysis of this finding out with the other normative commitment scale I was taught to believe in the value of remaining loyal to one organization. Respondents 20 (42.6%) were agree with this question. 7 (14.9%) of the respondents were disagree and 8 (17.0%) respondents were strongly agree and 5 (10.6%) respondents were strongly disagree and the others 7 (14.9%) of respondents were undecided. With a mean value of 3.40, which value with standard deviation of 1.245.

The result collected from respondents to shows that, the respondents that were 14 (29.8%) disagree with normative commitment scale item, Things were better in the days when people stayed with one organization for most of their careers. And 4 (8.5%) of responses were strongly disagree. The respondents, 5 (10.6%) were undecided and 14 (29.8%) of the respondents were agree. 12 (25.5%) of the respondents were respectively strongly agree with this normative commitment scale. With a mean value of 3.38, which has a value with standard deviation of 1.344. Most of them were disagreed to stay with the organization.

The finding were shows that 31 (65.9%) were agree and other respondents 7 (14.9%) undecided. and 9 (19.2%) has been disagree with this normative commitment scale item, I think that wanting to be a

"Company man" or "company woman" is sensible anymore. With a high mean value of 3.68, value with standard deviation of 1.353. About 66% of the respondents were accept that wanting company man or company woman.

4.2.4 Organizational Commitment

To assess organizational commitment in Kirkos Sub City Micro and Small Enterprise Office the study examine a number of organizational related questions and the result is depicted in Table 5 bellow. There were seventeen question presented to evaluate organizational commitment practices of organizational commitment and the response are summarized in the table below.

This section sought to find out whether the organization has a strong work ethic. The findings obtained from one of the question i.e., "I tell my friends this is a good organization to work for" show that 13 (27.7%) of the respondents were disagree to tell about their organization for friends, 24 (51.0%) of the respondents agree with this aspect, and 10 (21.3%) of the people interviewed neither agree nor disagree on the question. With a mean value of 3.19 and standard deviation of 1.245.

The analysis of this finding out with the organizational commitment scale, I feel very little loyalty to this organization, respondents 18 (38.3%) were agree with this question. 14 (29.8%) of the respondents were disagree and 4 (8.5%) response were strongly agree and 7 (14.9%) respondents were strongly disagree and the others 4 (8.5%) of respondents were undecided. With a mean value of 2.96 and standard deviation of 1.285.

The result collected from respondents to shows that, the respondents that were 13 (27.7%) agree with organizational commitment scale item I would accept almost any type of job assignment in order to keep working for this organization. And 22 (46.8%) of responses were disagreed. 8 (17.0%) of the respondents were undecided. The remaining 4 (8.5%) of the respondents were respectively strongly agree with this organizational commitment scale. With a mean value of 2.74 and standard deviation of 1.326.

Among 47 respondents 18 (38.3%) respondents were disagree and the finding were shows that and other respondents 2 (4.3%) undecided. 27 (57.5%) of respondents they answered agree with organizational commitment scale item, I find that my values and the organizations values were very similar. With a mean value of 3.13 and standard deviation of 1.244.

With regards to objectives of assessing the organizational commitment scale item, I understand how my job contributes to the organizations goals and objectives. Among 47 respondents none of respondents were disagree and the finding were shows that 1 (2.1%) were strongly disagree and the same as 1 (2.1%) undecided. 45 (95.7%) of respondents they answered agree with this organizational commitment scale item, I understand how my job contributes to the organizations goals and objectives. With a mean value of 4.30 and which has relatively satisfactory value with standard deviation of 0.720.

The information in the below table illustrated that 38 (80.9%) of respondents were agree with the organizational commitment scale I have a good understanding of where the organization is going. 4 (8.5%) of respondents were undecided and 2 (4.3%) employees were disagree, finally 3 (6.4%) were strongly disagree. With a mean value of 3.85 and which has relatively satisfactory value with standard deviation of 1.021.

The analysis of this finding out with the organizational commitment scale I am proud to tell others that I am part of this organization, the respondents 20 (42.5%) were agree with this question. 17 (36.2%) of the respondents were disagree and the others 10 (21.3%) of respondents were undecided. With a mean value of 3.02 and standard deviation of 1.260.

The result collected from respondents to shows that, the respondents that were 18 (38.3%) agree with organizational commitment scale item, my organization is known as a good employer locally. And 17

(36.1%) of responses were disagree, 12 (25.5%) of the respondents were undecided with this organizational commitment scale. With a mean value of 2.96 and standard deviation of 1.268.

The information in the below table illustrated that 17 (36.2%) of respondents were agree with the organizational commitment scale item, my organization demands perfection from employees, 7 (14.9 %) employees were strongly agree, 9 (19.1%) of respondents were undecided and 13 (27.7%) employees were disagree, finally 1 (2.1%) were strongly disagree. With a mean value of 3.34 and standard deviation of 1.109.

The result collected from respondents to shows that, the respondents that were 21 (44.7%) agree with organizational commitment scale item, my organization has a strong work ethics. And one person (2.1%) of responses were strongly disagree.10 (21.3%) of the respondents were undecided and 7 (14.9%) of the respondents were disagree. The remaining 8 (17.0%) of the respondents were respectively strongly agree with this organizational commitment scale. With a mean value of 3.60 and which has relatively satisfactory value with standard deviation of 1.014.

Out of 47 respondents, 6 (12.8%) were strongly disagree with my organization is highly reliable. And another 8 (17.0%) respondents were disagree. 14 (29.8%) respondents were undecided, It is equal to the response of agree 14 (29.9%). and the 5 (10.6%) respondents were strongly agree with this aspect. With a mean value of 3.09 and standard deviation of 1.195.

With regards to the objectives of assessing the organizational commitment item, my organization promotes social interactions. Out of 47 respondents 29 (61.7%) were agree with this question. 12(25.6%) of the respondents were disagree and the others 6 (12.8%) of respondents undecided. With a mean value of 3.53 and standard deviation of 1.177.

Out of 47 respondents, 5 (10.6%) were strongly disagree with my organization encourages formation of self- managing team. 8 (17.0%) respondents were undecided, It is equal to the response of disagree 8 (17.0%) and the respondents of strongly agree 8 (17.0%) with this aspect. And another18 (38.3%) respondents were agree. With a mean value of 3.34 and standard deviation of 1.256.

The result collected from respondents to shows that, the respondents that were 14 (29.8%) disagree with the organizational commitment item; my interaction with the organization influences my

commitment. And 7 (1 4.9%) of respondents were undecided responses and 26 (55.3%) respondents were agree with this organizational commitment item. With a mean value of 3.38 and standard deviation of 1.171.

The information in the below table illustrated that 21 (44.6%) of respondents were agree with this organizational commitment item of my organization has a strong management style. 8 (17.0%) of respondents were undecided and 18 (38.3%) employees were disagree. With a mean value of 3.06 and standard deviation of 1.223.

The analysis of this finding out with the other organizational commitment item, my organization promotes team work. 35 (74.5%) were agree with this question.8 (17%) respondents were disagree and the others 4 (8.5%) of respondents undecided. With a mean value of 3.66 and which has relatively satisfactory value with standard deviation of 1.069.

The result collected from respondents to shows that, the respondents that were 6 (12.8%) strongly agree and 16 (34%) with the organizational commitment item; my organization encourages retention of its employees and 9 (19.1%) of respondents were undecided. And 12 (25.5%) respondents were disagree and 4 (8.5%) were strongly disagree with this organizational commitment item. The total cumulative percentage of all the respondents in agreement with the statement is 22 (46.8%) as shown in Table 5 below. With a mean value of 2.83 and standard deviation of 1.204.

Table 5: Respondents' perception of their Organizational commitment

Organizational commitment scale items		SD	D	U	A	SA	Total	Mean	Std.D
I tell my friends this is a good organization to work for.	F	7	6	10	19	5	47	3.19	1.245
	%	14.9	12.8	21.3	40.4	10.6	100.0		
I feel very little loyalty to this organization.	F	7	14	4	18	4	47	2.96	1.285
	%	14.9	29.8	8.5	38.3	8.5	100.0		
I would accept almost any type of job assignment in order to keep working for this organization	F	11	11	8	13	4	47	2.74	1.326
	%	23.4	23.4	17.0	27.7	8.5	100.0		
I find that my values and the organizations values are very similar.	F	6	12	2	24	3	47	3.13	1.244
	%	12.8	25.5	4.3	51.1	6.4	100.0		
I understand how my job contributes to the organizations goals and objectives.	F	1	0	1	27	18	47	4.30	0.720
	%	2.1	0.0	2.1	57.4	38.3	100.0		
I have a good understanding of where the organization is going.	F	3	2	4	28	10	47	3.85	1.021
	%	6.4	4.3	8.5	59.6	21.3	100.0		
I am proud to tell others that I am part of this organization.	F	7	10	10	15	5	47	3.02	1.260
	%	14.9	21.3	21.3	31.9	10.6	100.0		
My organization is known as a good employer locally.	F	8	9	12	13	5	47	2.96	1.268
	%	17.0	19.1	25.5	27.7	10.6	100.0		
My organization demands perfection from employees.	F	1	13	9	17	7	47	3.34	1.109
	%	2.1	27.7	19.1	36.2	14.9	100.0		
My organization has a strong work ethics.	F	1	7	10	21	8	47	3.60	1.014
	%	2.1	14.9	21.3	44.7	17.0	100.0		
My organization is highly reliable.	F	6	8	14	14	5	47	3.09	1.195
	%	12.8	17.0	29.8	29.8	10.6	100.0		
My organization promotes social interactions.	F	2	10	6	19	10	47	3.53	1.177
	%	4.3	21.3	12.8	40.4	21.3	100.0		
My organization encourages formation of self- managing team.	F	5	8	8	18	8	47	3.34	1.256
	%	10.6	17.0	17.0	38.3	17.0	100.0		
My interaction with the organization influences my commitment.	F	2	12	7	18	8	47	3.38	1.171
	%	4.3	25.5	14.9	38.3	17.0	100.0		
My organization has a strong management style.	F	5	13	8	16	5	47	3.06	1.223
	%	10.6	27.7	17.0	34.0	10.6	100.0		
My organization promotes team work.	F	3	5	4	28	7	47	3.66	1.069
	%	6.4	10.6	8.5	59.6	14.9	100.0		
My organization encourages retention of its employees.	F	6	16	9	12	4	47	2.83	1.204
	%	12.8	34.0	19.1	25.5	8.5	100.0		
Total								3.29	1.164

SA=Strongly Agree; A=Agree; U=Undecided; D=Disagree; SD=Strongly Disagree; and Std.D=Std. Deviation

4.2.5 Individual Factors

One of the motive of this study is to identify individual factors on organizational commitment. Thus, the study examined those individual factor affecting employee commitment in Kirkos Sub City Micro and Small Enterprise Office and the result is depicted in Table 6 bellow. There were nine question presented to evaluate individual factors affecting employees commitment.

As shown on Table 6 individual factors that affect employ commitment were position followed by tenure in the organization and thirdly job security. Based on the result we can conclude thee of them were a major individual factors that influence employee commitment in the case of Kirkos sub-city MSE office.

Table 6: Respondents' perception of Individual factors

Individual factors scale items		SD	D	U	A	SA	Total	Mean	Std.D
The position I hold in the organization influences my commitment	F	4	10	5	24	4	47	3.30	1.159
	%	8.5	21.3	10.6	51.1	8.5	100.0		
My tenure in the organization influences my commitment.	F	2	13	5	21	6	47	3.34	1.147
	%	4.3	27.7	10.6	44.7	12.8	100.0		
I am assured of job security in my organization.	F	8	10	7	18	4	47	3.00	1.285
	%	17.0	21.3	14.9	38.3	8.5	100.0		
I am assured of a stress free work environment.	F	9	15	5	15	3	47	2.74	1.276
	%	19.1	31.9	10.6	31.9	6.4	100.0		
I view married people as more committed to their jobs.	F	9	12	6	18	2	47	2.83	1.257
	%	19.1	25.5	12.8	38.3	4.3	100.0		
Marital obligations influence employee commitment.	F	9	17	3	16	2	47	2.68	1.253
	%	19.1	36.2	6.4	34.0	4.3	100.0		
I view women are more committed as compere to men to their job	F	12	15	4	12	4	47	2.60	1.346
	%	25.5	31.9	8.5	25.5	8.5	100.0		
Older employees are more committed than young's.	F	12	18	6	9	2	47	2.38	1.190
	%	25.5	38.3	12.8	19.1	4.3	100.0		
Women with children are less competent in their job.	F	10	25	4	8	0	47	2.21	0.977
	%	21.3	53.2	8.5	17.0	0.0	100.0		
Total								2.79	1.210

SA=Strongly Agree; A=Agree; U=Undecided; D=Disagree; SD=Strongly Disagree; and Std.D=Std. Deviation

The result collected from respondents to shows that, the respondents that were 14 (29.8%) disagree with the individual commitment item the position I hold in the organization influences my commitment. And 5 (10.6%) of respondents were undecided responses. And 28 (59.6%) respondents were agree with this individual commitment item. With a mean value of 3.30 and standard deviation of 1.159.

The analysis of this finding out with the other individual commitment item, my tenure in the organization influences my commitment. The respondents 27 (57.5%) were agree with this question. 15 (32.0%) of the respondents were disagree and the others 5 (10.5%) of respondents undecided. With a mean value of 3.34 and standard deviation of 1.147.

The information in the below table illustrated that 22 (46.8%) of respondents were agree with individual commitment item of I am assured of job security in my organization. 7 (14.9%) of respondents were undecided and 18 (38.3%) employees were disagree. With a mean value of 3.00 and standard deviation of 1.285.

The result collected from respondents to shows that, 24 (51%) respondents were disagree with the individual commitment item factors, I am assured of a stress free work environment. And 5 (10.6%) of respondents were undecided responses. 18 (38.3%) of the respondents were agree with this individual commitment item. With a mean value of 2.74 and standard deviation of 1.276.

Among 47 respondents, 12 (25.5%) respondents were disagree and the finding were shows that 9 (19.1%) were strongly disagree and other respondents 6 (12.8%) undecided. 18 (38.3%) of respondents they answered agree and the reaming 2 (4.3%) has been strongly agree with individual commitment scale item I view married people as more committed to their jobs. With a mean value of 2.83 and standard deviation of 1.257.

The information in the below table illustrated that 18 (38.3%) of respondents were agree with individual commitment item of Marital obligations influence employee commitment. 3 (6.4%) of respondents were undecided and 26 (55.3%) employees were disagree. With a mean value of 2.68 and standard deviation of 1.253.

Out of 47 respondents, 27 (57.4%) were disagree with I view women were more committed as compere to men to their job. And 16 (34%) respondents were agree. Another respondents were undecided 4 (8.5%). With a mean value of 2.60 and standard deviation of 1.346.

The analysis of this finding out with the other individual commitment item, Older employees were more committed than young's. Respondents 11 (23.4%) were agree with this question. 43 (63.8%) of the respondents were disagree and the others 6 (12.8%) of respondents undecided. With a mean value of 2.38 and standard deviation of 1.190.

The result collected from respondents to shows that, the respondents that were 8 (17.5%) agree with the individual commitment item women with children are less competent in their job. and 4 (8.5%) of respondents were undecided responses and 35 (74.5%) of the respondents were disagree. None of respondents were respectively strongly agree with this individual commitment item. With a mean value of 2.21 and which has relatively satisfactory value with standard deviation 0.977.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study attempted to examine factors affecting employees' organizational commitment with particular reference to micro and small enterprise office at kirkos sub city. On the first level the study entailed to determine the level of employees' commitment in terms of the following generic categories: affective commitment, continuance commitment, normative commitment, organizational commitment and individual factors. Following this, it then tried to identify the level of employee's commitment the main organizational and individual factors that affect employees' commitment in Kirkos Sub City Micro and Small Enterprise Office.

This chapter presents the results and findings as obtained in this study. This study used a descriptive design to build a profile of factors that affect employee commitment. It used censes survey 47 employees, all staff of all Kirkos Sub-city MSE office. Data was then collected using a questionnaire. This data was then edited, coded, cleaned and analyzed using SPSS.

5. 2 Findings

The study came up with the following findings based on the mean value and standard deviation on the three research question which were forwarded at the beginning of the study.

Based on the first group of questions (affective commitment related), the finding show that 3.22 and 1.150 total mean value and standard deviation respectively. These values indicate that more than half of the respondents were agree to affective commitment questions.

The second group were continuance commitment question and the result shows that the total mean of 2.88. It is in between, some respondents agreed and some of them disagreed on these group of questions with a standard value of 1.178.

The third group of questions (normative commitment) were asked to respondents and they responded a total mean of 3.38 with a value of 1.257 standard deviation. This result has a higher mean and standard deviation unlike to the other.

Also from organizational commitment type questions the result shows that a total mean value of 3.29 with a value of 1.164 standard deviation. Finally the individual factors commitment type equation the result show that a total mean of 2.79 with a value of 1.210 standard deviation. Unlike to the above result show that most of the respondents respond their agreement on most of the questions.

5.3 Conclusions

The first objective was identifying the level of employees' commitment in Kirkos sub city micro and small enterprise office. To identify the level of employ commitment each variables analyzed as shown in chapter four and the conclusion is that in most cases employees respond an agreement with the question. To conclude that we can compare the mean value of affective, continuance and normative commitment. Thus, the result show that a mean value of 3.22, 2.88 and 3.38, affective, continuance and normative commitment, respectively. Based on the analysis result we conclude that normative commitment more affect employee commitment of Kirkos sub city micro and small enterprise office this indicates most of employees are set in the levels of normative commitment. The second influential factor were affective commitment.

The second was identifying the main organizational factors that affect employee commitment in Kirkos sub city micro and small enterprise office thus, the result show that a total mean value of organizational commitment type questions 3.29. Based on the analysis result we conclude that the main organizational factors that affect employee's commitment are employees understanding of how their jobs contributes to the organizations goals and objectives and they have a good understanding of where the organization is going. Two of them are the main organizational factors of commitment.

The third objective of this study was identifying individual factors that affect employee commitment in Kirkos sub city micro and small enterprise office. Thus, individual factors that affect employ commitment the total mean value is 2.79. Based on the analysis the individual factors were position followed by tenure in the organization and thirdly job security. Founded on the result we can conclude three of them were a major individual factors that affect employee commitment in the case of Kirkos sub-city MSE office.

5.4 Recommendations

Based on the findings of the study, the following recommendations were forwarded and they were related to what the prerequisites of an effective organizational commitment would be. This research is important in several ways:

The general approaches of organizational commitment in MSE are above moderate level, relatively better organizational commitment. MSE should maintain and farther improve the existing employee's organizational commitment for the future in order to excel in customer service satisfaction. The organizational commitment should be properly plan, communicated, provided support and evaluated the performance of employees continuously.

The general approaches of organizational commitment in MSE affect commitment, with confidence level of 60% (the total mean of all questions). Thus, MSE should strictly use and improve organizational commitment system. On the other hand commitment well affected by other independent variables other than organizational commitment in which case MSE would need to consider attach attractive benefits, create conducive working environment, increase socialization and leisure time. Employees should be assigned to job positions with full and significant responsibility and arrange sufficient time to learn specific work of the assigned job position and put the write person on the write position.

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St. Marry University

Masters of Business Administration Program

ASSESSMENT OF FACTORS AFFECTING EMPLOYEES' ORGANIZATIONAL COMMITMENT: THE CASE OF MICRO AND SMALL ENTERPRIZE AT KIRKOS SUB CITY OFFICE

Questionnaire to be filled by Kirkos Sub-City MSE Office Employees

Dear Respondents; this questionnaire is designed to collect data from MSE kirkos sub city office managerial and non-managerial employees. That will help in a research about; **"assessment of factors affecting employees' organizational commitment in MSE kirkos sub city office"**. Your participation is very important part of this research. Thus, I politely request you to spare some time to fill up this questionnaire genuinely. Be honest in giving your responses. Confidentiality will also be assured. I would like to thank you in advance for accepting to be cooperative.

Purpose

The primary purpose of this study is for the fulfillment master's degree in business administration. There by the research intends to asses a factor affecting employee's commitment.

PART I. BACKGROUND INFORMATION

SN	Question	Answer
1	Sex	1=Male 2=Female
2	Age in year	_____
3	Highest level of education attained	1=Diploma 2=Degree 3=Master's Degree
4	How many years of experience do you have in your current organization?	1= Below 5 years 2= 6 to 10 years 3= 11 to 15 3= Above 15 years
5	What is your marital status?	1= Single (never married) 2= Married 3= Separated 4= Widowed 5= Divorced
6	Monthly salary leve (in Birr)	1= Less than 1000 2= 1001-2000 3= 2001-3001 4= 3001-4000 5= 4001-5000 6= Above 5000

PART II: EMPLOYEES' ORGANIZATIONAL COMMITMENT RATING

The following statements are descriptions of employees' organizational commitment. Please indicate the answer by putting a check mark (√) under the number that best reflects your opinion.

	Items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Affective Commitment Scale Items						
1	I would be very happy to spend the rest of my career with this organization.					
2	I enjoy discussing my organization with people outside it.					

	Items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
3	I really feel as if this organization's problems are my own.					
4	I think that I could easily become as attached to another organization as I am to this one.					
5	I do not feel like 'part of the family' at my organization.					
6	I do not feel 'emotionally attached' to this organization.					
7	This organization has a great deal of personal meaning for me.					
8	I do not feel a strong sense of belonging to my organization.					
Continuance Commitment Scale Items						
1	I am not afraid of what might happen if I quit my job without having another one lined up.					
2	It would be very hard for me to leave my organization right now, even if I wanted to.					
3	Too much in my life would be disrupted if I decided I wanted to leave my organization now.					
4	It wouldn't be too costly for me to leave my organization now.					
5	Right now, staying with my organization is a matter of necessity as much as desire					
6	I feel that I have too few options to consider leaving this organization.					
7	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.					
8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have.					
Normative Commitment Scale Items						
1	I think that people these days move from company to company too often.					
2	I do not believe that a person must always be loyal to his or her organization.					
3	Jumping from organization to organization does not seem at all unethical to me.					
4	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
5	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
6	I was taught to believe in the value of remaining loyal to one organization.					
7	Things were better in the days when people stayed with one organization for most of their careers.					

	Items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
8	I do not think that wanting to be a "company man" or "company woman" is sensible anymore.					
	Organizational commitment					
1	I tell my friends this is a good organization to work for.					
2	I feel very little loyalty to this organization.					
3	I would accept almost any type of job assignment in order to keep working for this organization.					
4	I find that my values and the organizations values are very similar.					
5	I understand how my job contributes to the organizations goals and objectives.					
6	I have a good understanding of where the organization is going.					
7	I am proud to tell others that I am part of this organization.					
8	My organization is known as a good employer locally.					
9	My organization demands perfection from employees.					
10	My organization has a strong work ethics.					
11	My organization is highly reliable.					
12	My organization promotes social interactions.					
13	My organization encourages formation of self- managing team.					
14	My interaction with the organization influences my commitment.					
15	My organization has a strong management style.					
16	My organization promotes team work.					
17	My organization encourages retention of its employees.					
	INDIVIDUAL FACTORS					
1	The position I hold in the organization influences my commitment					
2	My tenure in the organization influences my commitment.					
3	I am assured of job security in my organization.					
4	I am assured of a stress free work environment.					
5	I view married people as more committed to their jobs.					
6	Marital obligations influence employee commitment.					
7	I view women are more committed as compere to men to their job					
8	Older employees are more committed than young's.					
9	Women with children are less competent in their job.					

Appendix 2: Work Plan

This study carried out in the specific period of time. Hence, the   proposed scheduled is from July to the completion date accordingly.

Table 7: Activity schedule

SN	Activities	Duration
1	Questionnaire development	End of August, 2017
2	Preparation of list of respondents	September 10 -15, 2017
3	Pre-test and exploratory survey	September 16, 2017
4	Conducting the formal survey	September 20-25, 2017
5	Collecting of secondary data from office records	September 25-27, 2017
6	Data cleaning, coding and entering	September 28- November 15, 2017
7	Literature review	July to December, 2017
8	Data analysis and write up	November 16 -30, 2017
9	Completion of first draft	December 5, 2017
10	Final thesis submission	December 31, 2017

Appendix 3: Budget

The study work carried out using the following logistics and budget as indicated in the table below.

Table 8: Budget estimation

				Unit Price	Total cost
1	Printing/photocopy paper	No.	200	1.00	200.00
2	Note book/big	No.	2	30.00	60.00
3	Pen	No.	5	7.00	35.00
4	Taxi service	Trip	5	200.00	1,000.00
5	Miscellaneous	--	--	5000	500.00
	Sub-Total				**1,795.00**