



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF MARKETING MANAGEMENT

**DETERMINANTS OF EMPLOYEE COMMITMENT: A
CASE STUDY ON AYAT REAL ESTATE**

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ADVISOR: TEMESGEN YITBAREK (ASST. PROF)

May, 2024

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY AS
A PARTIAL FULFILLMENT THE REQUIRMENTS FOR
MASTARS OF ARTS IN MARKETING MANAGEMENT**

May, 2024

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APPROVED BY BOARD OF EXAMINER

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DECLARATION

I, Shiferaw Workineh, declare that this thesis titled determinants of employee commitment: a case study on ayat real estate is my original work, prepared under the guidance of Temesgen Yitbarek (Asst. Prof). This study is not submitted and presented in any of universities across the country moreover this work is fully compliant with St. Mary's University School of Graduates Studies academic integrity and honesty policy.

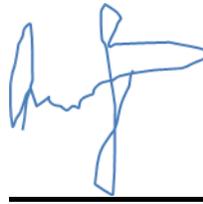
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Signature _____ **Date** _____

ENDORSEMENT

The thesis entitled “determinants of employee commitment: a case study on Ayat Real Estate” submitted by Shiferaw Workineh in partial fulfillment of the requirements for the award of a Master Degree in Marketing Management to School of Graduate Studies, St Marry University has been carried out under my supervision. Therefore, I hereby approve and recommend that it has fulfilled the thesis requirements and can be submitted to the department for examination as the university advisor.

Temesgaen Y. (Asst. Prof.)

A handwritten signature in blue ink, consisting of several loops and a long horizontal stroke, positioned above a solid black horizontal line.

07/06/24

Advisor

Signature

Date

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ACRONYMS

ANOVA- Analysis of Variance

CBE- Commercial Bank of Ethiopia

HRM - Human Resource Management

SPSS – Statistical Package for Social Science

VIF – Variance Information Factors

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ABSTRACT

The aim of this study was to investigate determinants of employee's commitment in Ayat Real Estate company. To achieve this objective, mixed research approach and a combination of descriptive and explanatory research designs were used. The study was conducted on 296 respondents selected using systematic random sampling technique. Out of 296 distributed questionnaires, 275 were returned and used for further data analysis. Survey data were processed using Statistical Package for Social Sciences (SPSS) version 26 and analyzed using Correlation and linear regression analysis were used. The quantitative findings were presented and analyzed by table, one-way ANOVA independent sample F- statics, bivariate correlation and multiple regression model whereas qualitative data analyzed using narrative analysis. The result of descriptive statics showed that the majority mean value of the respondents to signifying an agreement and accurate range in the employee commitment, HRM practice and personality trait dimensions. Moreover, employee commitment is positively and signifying correlated in the training practice, performance evaluation, extraversion, agreeableness and consciousness. Furthermore, all HRM practice and personality trait dimensions positively and significantly affected employee's commitment. Therefore, it is recommended that the real estate management provide training and appraise performance to strength employee commitment level. Moreover, the real estate HRM experts are advised to understand, coach, handle and identify both high and low score of personality characteristics of employee's in job design to retain valuable human asset.

Keywords: *Employee's' commitment, HRM practices dimensions (Performance Evaluation and Training practices), Personality trait dimensions (Extraversion, Agreeableness, consciousness.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's competitive environment, every organization is facing new challenges regarding creating committed employee. Now a day's, no organization can perform at peak levels unless each employee is committed to the organization's goal. Hence, it is important to understand the concept of commitment and its feasible outcome.

Employee commitment is a potent gift. It is important to make sure that employees are stretched in their capacity to grow and contribute in the workplace. Realizing that the workplace must support employees in ways that are conducive to their well-being is also necessary. It is becoming more widely accepted that committed workforces with strong motivation to contribute their resources to the achievement of organizational goals are an organization's most valuable asset (Harris, 2005). They supply the intellectual capital that has grown to be many enterprises' most valuable resource. Moreover, workers who are dedicated to the company and their group's success are better suited to provide the social capital needed to support organizational learning. However, one of the most significant challenges that organizations today face, especially in African countries, is developing motivated and dedicated workforces and boosting the emotional commitment of employees to the firm (Barde, 2014).

In this 21st century, "employee's commitment" is vital to make companies much more effective, efficient, productive and innovative in turbulent business market. Thus, almost all business organizations, either governmental or private in the current competitive world can't perform at peak levels without employee commitment to organizations objectives and goals (Maugo, 2013). Hence, for diversified social needs and wants any organizations that provide goods and services for their customer requires committed employee's to improve service quality, to maximize profit and to enhance over all organizational performance furthermore, for continuous enhancement, customer retention, and to compete among the rivalries; committed employees have important role (Bhati, 2012). This

implies that, employees are the most important organizational resource to enhanced performance, to increase productivity, and to achieve over all organizational goals and objectives properly. With respect to this, commitment of the employee contributes several benefits such as increased job performance, increased sales revenue, decreased employee turnover, decreased intention to leave, and decreased absenteeism (Brown, 2011).

Employee commitment refers to attachment and loyalty of an employee to an organization. Commitment is associated with the feelings of individual about their organization. Organizational commitment was originally intended as a tool with which to manage human resources within a hierarchical organizational structure. Such organizations are now decreasing in number, with the unit of activities becoming smaller. However due to its potential for increasing productivity, whatever it forms; strategies to encourage commitment will continue to be important in managing HR in the future (Kossivi, and Kalgora,2016). Managers, therefore, rely less on formal rules and more on building a committed workforce to attain organizational objective.

Employees have been important resources to either business or non-business organization. Based on their critical character, they can be termed the life-blood of an organization. Advancement in technology has caused most organizations to be more and more technology driven. However, this situation does not reduce the value of employee's in an organization because technology requires human resources to operate. With issues such as globalization, competition is becoming keener and keener in most industries (Senait, 2017).

Personality traits identified as one of the important factor which affect employee's commitment. In addition to this, human resource management practice such as employee training, performance appraisal, promotion, and compensation identified as determinant factor to employee's commitment (Hassan &Mahmood, 2016). According to Poor (Nadarasa, 2013) management of these practices can increase dissatisfaction and high professional employee turnover, low performance high intention to leave. Therefore, "failure in managing human capital and maintaining the harmony relationship within an organization will create serious problems to the organizations".

On the other hand, demographic characteristics of employee's in relation to organizational commitment had shown a significant role to determine employee's commitment. Konya (2016) investigate that, there is linkage exist between age of individuals, number of service years' gender, educational level, marital-status and employee's commitment. Thus, identifying and managing factors affecting employee's commitment in organization is more important than any kind of organizational resource management such as capital, equipment, information and financial resources. As a result, the researcher interested to investigate the effects of HRM practices, personality traits on the impact of employee's commitment in case of Ayat Real Estate.

1.2 Statement of the Problem

In the today's competitive and globalized economy, the success of business organizations mainly depends on their ability of managing their human resource. Organizations can only win a competitive advantage through forging and retaining competitive human resources in their organization for a long period time. In doing so, managers in every organization are trying to adopt Variety of human resource practices intended to increase their employee's' job performance through adopting different financial and non-financial reward systems in their organization (Mullins, 2010).

There is no common agreement as to what can increase an employee's commitment to the organization since every organization is different from another (Luchak, 2007). High employee commitment is used in managing jobs effectively. Looking at the organizational working environment in the 21st century together with its challenges, not all employees are equally committed to their work and; therefore, managers need to be aware of the individual and situational factors that build employee commitment to overcome turnover intentions (Hussain, 2012).

The main goal of the second growth and transformation plan is mainly to improve the quality of service provided by all service sectors and assuring sustainable development particularly real estate sectors with committed real estate workers to provide adequate service to its customers. To achieve this policy, the ayat real estate focused on HRM related issues such

as to reduce turn over, to scale up training and to create committed worker in their sector because of having adequate numbers, motivated, committed, and skilled human resources are essential.

Preceding studies on the concept of employee commitment, Al-Haddad, S. (2022) with the title the impact of training on employee commitment and organizational performance in the Saudi banking sector. This study found a strong positive relationship between employee training and their commitment to the organization in the Saudi banking sector. Moreover, the study conducted El-Masry, A., & El-Masry, M. (2022) with the title the Impact of Training on Employee Commitment and Job Performance in the Egyptian Banking Sector. This study in the Egyptian banking sector found that training significantly influenced employee commitment, which, in turn, had a positive impact on job performance.

A study undertaken by Chang, C. H., & Huang, J. W. (2021) with the title the effects of performance appraisal on employee commitment: A moderated mediation Model. The study was found that performance appraisal fairness, perceived support from supervisors, and employee participation in the appraisal process positively influenced employee commitment.

Another study conducted by De Fruyt, F., & Mervielde, I. (2009). Personality, well-being, and health: A review of the literature. *Clinical Psychology Review*, 29(6), 502-513. While this review focuses on personality and well-being, it notes that extraversion has been consistently linked to higher levels of job satisfaction, which is often positively associated with organizational commitment. The study cautions that extraversion's impact on commitment might be influenced by job demands and organizational culture.

Another study conducted by Wong, C. S. (2022). Performance Appraisal and Employee Commitment: The Mediating Role of Perceived Fairness and Psychological Empowerment. This study, though focusing on performance appraisal, indirectly highlights the role of conscientiousness. The researchers found that those who perceived fairness in performance evaluations (a factor often linked to conscientiousness) reported higher levels of commitment. Moreover, study conducted by Erdogan, B (2005) with the title examining the mediating role of perceived organizational support in the relationship between personality traits and affective

commitment. The study also shows that a direct positive link between agreeableness and affective commitment (emotional attachment to the organization).

In Ethiopia, the commitment of governments as well as private companies is vital to the long-term retention of employees. This is because professional employees, in particular, are driven by expectations of their employers' needs and benefits, which include a welcoming work environment, comfortable working conditions for extended periods of time, competitive pay, commissions and incentives, and other family-related benefits.

The research targets Ayat Real Estate company which is one of those private owned real estate sectors and also as there is no record of such studies conducted before, the research was try to identify the possible employee's commitment problems like, stressful work environment, communication challenges, lack of recognition and rewards, work life balance issues and lack of career development opportunities which lead to employee's high intention for turnover rates. This research was fill the gap through theoretical discussion and empirical findings and try to seek the answers for the effects of employee commitment on turnover intentions of the organization.

Therefore, all above mentioned problems including the research gap motivates the researcher to conduct the study on the title determinants of employee commitment, to provide valuable conclusion, recommendation, suggestions for future research and to show how personality traits, human resource management practice and demographic variables related with commitment.

1.3 Research Question

1. What is the level of employee commitment at Ayat Real Estate company?
2. What are the effects of HRM practices (training practices and performance evaluation) on employee's commitment?
3. What are the effects of personality traits (extraversion, agreeableness and conscientiousness) on employee's commitment?

1.4 Objectives of the Study

1.4.1 General Objective

The aim of this study is to investigate factors that affect the commitment of employees in Ayat Real Estate company.

1.4.2 Specific Objectives

More specifically the objectives of the study are to:

1. Assess the level of employee commitment at Ayat Real Estate company.
2. Evaluate the effect of HRM practices (training practices and performance evaluation) on employee's commitment.
3. Determine the effect of personality traits (extraversion, agreeableness and conscientiousness) on employee's commitment.

1.5 Significance of the Study

The research would have the following significant role because of no other studies conducted in the study area: It would help the real estate managers, real estate directorates, board of the company employees and HRM departments to create committed employee's in the real estate sectors. The paper would provide better opportunity to handle and retain skilled and professional employee's. It also helps as secondary source and the base for coming researchers who study on this title in the study area and even for the other organizations those are challenged by the issue related to the commitment of employee's in the country. It helps the HRM department to identify the factors which affect the employee's" commitment.

1.6 Scope of the Study

The goal of this research is to investigate how employee's commitment in the Ayat real estate company is influenced by their personality traits and HRM. The study would be examining at the relationship between employee commitment and personal attributes and HRM at Ayat Real Estate Company Addis Ababa, Ethiopia.

- **Geographic Scope:** The study, which concentrated on the Ayat Real Estate Company in Ethiopia. It is regarded as an Ayat Real Estate company that is resides in Addis Ababa.
- **Conceptual scope:** The goal of the study was to examine factors affecting employee commitment at Ayat Real Estate Company by factors on HRM practices (training practices and performance evaluation) and personality traits (extraversion, agreeableness and conscientiousness).
- **Methodological scope:** The research conduct in this thesis was mixed approach (i.e. both qualitative and quantitative research approach). Mixed approach enables researcher to get deeper information by triangulating data gathered through questionnaires.
- **Timeframe:** The study was carried out in a certain period of time with an emphasis on current data and trends in Addis Ababa Ayat Real Estate company. The timeline was established in accordance with the practical limitations of the research investigation and the accessibility of relevant information.

It is important to note that the study's scope is delimited to Ayat Real Estate company and may not cover other real estate sectors. The study's recommendations and results are limited to the one selected Ayat real estate company and may not be applicable to all other real estate companies operating in Addis Ababa.

1.7 Limitation of the study

Recognizing the various limitations that could affect the research findings is critical while performing a study on the factors affecting employees' commitments inside the Ayat Real Estate organization. This limitation consists of:

- **Sample Size and Generalizability:** It's possible that the results of this research cannot be expanded to the entire real estate industry because it only looks at only a small number of Ayat real estate personnel. The findings might not apply to every real estate company operating in Addis Ababa different markets or regions.
- **Time Restrictions:** It may be challenging to do an extensive study in a short period of time in terms of collecting data, analyzing it, and fully understanding trends in long-term employee commitment. It's possible that the study relied on a small time frame

and did not fully capture relevant information, which could have led to a wrong understanding on commitment of employees.

- External factors: A real estate firm employee's commitment may be impacted by external variables other than HRM practices and personal traits, such as market trends, governmental laws, and the state of the economy. The study may not have given enough thought to all of these external factors that could have an impact on the employee's commitment analysis.

1.8 Definition of Key Terms

HRM Practices: HRM Practices are the strategic and operational activities designed to manage an organization's human capital effectively (Dessler, G. (2013)).

Personality Traits: Personality Traits are enduring characteristics or attributes of an individual's personality that influence their behaviors, thoughts, and emotions across various situations and over time (Costa, P. T., & McCrae, R. R. (1992)).

Employee Commitment: Employee Commitment is the emotional and psychological attachment an employee has to their organization, which influences their desire to remain a part of the organization and to work towards its goals (Meyer, J. P., & Allen, N. J. (1991)).

1.9 Organization of the Study

This research was deal with the factors that affect the commitment of employees in Ayat Real Estate. It has five chapters. The first chapter dealt with the introductory parts including - background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study, definition key terms and organization of the study. The second chapter reviewed related literature, it consists of concept and theoretical literature, Empirical review, research hypothesis and conceptual frame work. The third chapter dealt with research methodology, it includes research design, research approach, types and data source, Population of the study area, sampling design, instruments of data collection, the methods of data analysis, research model, ethical considerations, validity and reliability. The fourth chapter dealt with data

analysis, interpretation and discussion of the findings. Finally, the last chapter included summery, conclusions, recommendation of the study and Suggestions for future research.

CHAPTER TWO

REVIW OF RELATED LITERATURE

INTRODUCTION

This chapter includes four major parts. The first part is regard to theoretical foundation of the study. The second part is empirical review of the study based on the previous studies conducted by different researchers on factors that affect the commitments of employee's, third part is the research hypothesis and forth part is the conceptual frame work of the study.

2.1 Conceptual and Theoretical review

Employee commitment is a cornerstone of organizational success, signifying a deep-seated psychological bond between employees and their employers. It transcends mere job satisfaction, representing a sense of loyalty, dedication, and willingness to go the extra mile for the organization.

2.1.1 The Concept of employee commitment

The term employee commitment is a psychological attachment of a person to the organization and the relative strength of an individual's identification with and involvement in a particular organization (Meyer & Allen, 1996). It is a psychological state that characterizes the employees 'relationship with the organization and has implication for the decision to continue membership in the organization.

The modern concept of commitment was developed considering that the organization's interests must always succeed over the interests of individuals or groups of employment. But, it was in the 1980s, when employee participation in the workplace was a point of substance discussion and a burning issue (Payne, 2003). The importance of this involvement lies in the relation of that employee's participation in many activities such as improving cost, competitiveness or cooperation with the introduction of new technology and so on, where the support of the employees is a key issue; in order to increase this participation, it is necessary to consider the concepts of loyalty, commitment and also performance.

According to Mowday, Porter and Steers (1982) people who are committed are more likely to stay in an organization and work towards the organization's goals. Therefore, it is possible to say that organizational commitment is a useful tool to measure organizational effectiveness. Similarly, Meyer & Becker (2004) define a committed employee as being one stays with an organization, attends work regularly and protects corporate assets, and believes in the organizational goals. This employee positively contributes to the organization because of its commitment to the organization.

There is not a common definition of commitment, and even when many authors have similar approaches, most of them differ slightly from one another consequently, the term 'commitment' is employee commitment and is larger than the meaning of organizational commitment and it means commitment owned by employees, although again each researcher has his own approach. Nowadays, the flow policies in the commitment stem are evolving and their eventual form is more difficult to anticipate (Walton, 1985)

According to Morrow (1993), "organizational commitment is a multidimensional construct that has the potential to predict outcomes such as performance, turnover, absenteeism, tenure and attainment of organizational goals." Individuals and organizations are adversely affected when commitment is low, and that both benefit when commitment is high (Brockner et al., 1992).

Employee commitment is not just a desirable outcome but a strategic imperative for organizations seeking to thrive in the long term. By understanding the multifaceted nature of commitment, the factors that influence its development, and its significant consequences, organizations can cultivate a culture that nurtures commitment, fostering a thriving, productive, and sustainable workforce (Meyer & Allen, 1996).

Some experts define commitment both as a willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course. Also, if human resources are said to be an organization's greatest assets, then committed human resources should be regarded as an organization's competitive advantage (Buchanan, 1974).

2.1.2 Dimensions of Organizational Commitment

The most basic theory of employee commitment is conceptualization Meyer and Allen (1997) which uses three dimensional models to conceptualize organizational commitment as affective, continuance and normative commitments.

Affective commitment: This reflects an emotional attachment to the organization, driven by feelings of loyalty, belonging, and pride in being a member. Employees with strong affective commitment value their work and are likely to stay with the organization even if they have better job offers. 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. 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 (Allen & Meyer, 1990).

Continuance commitment: This stems from the perceived costs of leaving the organization. It might involve factors like seniority, accrued benefits, financial security, or a lack of attractive alternatives in the job market. Employees with high continuance commitment stay primarily because it's more convenient or financially advantageous to do so. Allen and Meyer (1990) suggested that continuance commitment develops on the basis of two factors the first one is number of investment individuals make in their current organization and the second one is perceived lack of alternatives. These investments can be anything that the individual considers valuable such as pension plans, organization benefits, status, etc that would be lost by leaving the organization, which makes them stay with their current employers (Meyer & Allen, 1993).

Normative commitment: This is a feeling of obligation to remain with the organization, often rooted in values, beliefs, or a sense of duty. Employees with high normative commitment feel a sense of responsibility to stay, perhaps due to a belief in the organization's mission or a sense of indebtedness for past support. Meyer and Allen (1990) elaborated that normative commitment may develop when an organization provides the employee with different rewards

such as paying college tuition and costs associated with different job trainings. Recognition of these investments on the part of the organization may create an imbalance in the employee-organization relationship and cause employees to feel an obligation to reciprocate by committing themselves to the organization until the debt has been repaid. The strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members (Suliman & Iles, 2000). A person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals often feel an obligation to repay the organization for investing in them, for example through training and development.

2.1.3 Importance of employee commitment

Employee commitment is a critical factor for organizational success, and a wealth of research underlines its significance. It several importance of employee commitment and relevant studies:

Enhanced Productivity and Performance: Studies consistently show a strong correlation between employee commitment and increased productivity, performance, and overall organizational effectiveness. Meyer & Allen (1991).

Reduced Turnover: Committed employees are less likely to leave their organizations, saving companies significant costs related to recruitment, training, and lost productivity. Turnley, Bolino, & Meyer (2003) showed that employees with high affective commitment were less likely to turnover.

Increased Innovation: Committed employees are more likely to invest their creativity and ideas in their work, contributing to a culture of innovation and adaptation within the organization Deckop, & Mangel (2010).

Improved Customer Service: Committed employees are more invested in the success of their organization, leading to greater effort and dedication in serving customers, boosting customer satisfaction and loyalty Bowen & Ostroff (2004).

Positive Organizational Climate: Commitment contributes to a positive work environment characterized by trust, collaboration, and a sense of belonging, fostering employee well-being and organizational success Ricketta (2002).

2.1.4 Factors affecting employee commitment

Factors affecting employee commitment refer to the various elements that influence an employee's psychological attachment to their organization. These factors can be internal or external to the organizations, and they can be individual, organizational, or social in nature. Understanding these factors is crucial for organizations seeking to cultivate a committed workforce. Organizational factors are leadership, organizational culture, fairness and Justice, opportunities for growth and development. Individual factors are personality: Individuals with certain personality traits, such as agreeableness extraversion and conscientiousness, are more likely to exhibit higher commitment levels, values and beliefs: Employees whose personal values align with those of the organization are more likely to feel a sense of belonging and purpose, driving their commitment, job satisfaction: Employees who are satisfied with their work, their roles, and their relationships with colleagues are more likely to be committed. Social Factors are team cohesion: a sense of belonging and camaraderie within a team fosters a strong sense of commitment, social support: receiving support from supervisors, colleagues, and the organization as a whole strengthens the employee-organization bond, increasing commitment levels.

Researchers identified different theories on human characteristics. Among these: psychoanalytic theories, Humanistic theories, Biological theories, Behavioral theories, Social learning and Cognitive theories and Trait theories. From the entire above mentioned theories, trait theory is one of the most accepted and learning personality theory which capture the aspect that propensity to lead certain behaviors of human being (Gendlin, 1970). Thus, for the present study, the big five factor model of trait theory was considered appropriate to conduct the characteristics of individual.

2.1.4.1 HRM Practices Concepts and Definitions

“The concept of human resource development has been defined by economists, social activists, industrialists and other academicians in different ways and through, different angles” (Asrat, 2016). In this regard, Asrat defined HRM as the management of tasks and people to achieve the desired and planned objectives, goals and activities in any organization in which human beings are employed. Managers can attract, motivating and retaining employees to ensure the survival of the organization by implementing HRM practice. In fact, HRM practices helps to improve the well-being of the workers related to job security, psychological safety, and compensation.

According to (Huselid, 1995) HRM is concerned with performance appraisal, selection, recruitment, training and career development. It is designed and implemented in a way that human capital plays a significant role in achieving the goals of the organization and it is often being referred to as high involvement in work practices (Delery & Doty, 1996). Accordingly, the current situation of the global market and extreme change in the environment enforces the organizations to give more priority to the HRM practices. This is why; because HRM practices have significant role for the success of the organization and helps to enhance the commitment of employee’s (Lamba & Choudhary, 2013). Thus, HRM practices helps to encourage the employee’s to work better in order to increase the organizational performance and to achieve the objectives and goals of the organization with the motivated and committed employee’s.

In this regard, different Scholars tried to apply many HRM practices to investigate its relationship with employee commitment. Consequently, Saeed *et al* (2013) investigated seven HR practices like selection & Recruitment, Training & Development, Performance evaluation, Promotion, Compensation & Social benefits and Grievances handling system to examine its relationship with employee’s commitment.

Similarly, Huselid (1995) identified eleven HR practices (performance appraisal, personnel selection, job design, incentive compensation, grievance procedure, attitude assessment, information sharing, labor management, employee training, recruitment efforts, and promotion criteria. All these HRM practice helps to boost the organizations performance, employee’s“

satisfaction, decreases turnover and to develop employee's skill and knowledge and to maintain stable human asset.

Mainly, this study includes only two HR practices (performance appraisal and training practices) to see its relationship with employee's commitment. This is why because; the above mentioned two HR practices are directly related to the social status, economic well-being and financial earning of the employee which affects the attitude of employee's rather than others. This justification was supported by Riaz *et al* (2012) argue that, HRM practices such as training and performance appraisal in developing countries can change the attitude of employee's because of people have low per capita income and these HR practices can directly with financial earning of peoples. As a result, these two practices may be the main determinants of employee's commitment in the study area. Hence, this is the main reason to select this HRM practices in the study.

2.1.4.1.1 Performance Appraisal

Performance Appraisal is an evaluation and grading the work undertaken by an organization on its workers either monthly or annually, on the outcomes of performance based on the task content, job requirement and individuals' behavior in the position that he or she assigned, (Yong, 1996). So it is a mean of the process of controlling function of management where the manager assures whether employees are performing the desired level of the organization or not.

Saeed, *et al* (2013) confirmed that performance appraisal is one of the HRM tools which involve observing and evaluating employee's performance and providing feedback about the general activity of employee's in the firm. Thus, it used as a decision making tool for the manager's issues related to improvement, placement, needs for training and development and any adjustment regarding employee's work activity in organization. Accordingly, it is a potentially important method to build an effective workforce and act as a mechanism for improving the employee performance. According to the importance and contributions of performance evaluation in the field of management; Hassan and Mahmood (2016) pointed that transparent performance evaluation motivates employees to work more hard. Generally, the concept of performance appraisal is concerned with improving performance of the organization through

continuous evaluation of employee's, to satisfy the needs and expectations of the organizations, stake holders, owners of the business management, boards, employee's, customers, suppliers and the community as whole (Tegene, 2008).

2.1.4.1.2 Training and Development

For any organization, training has a vital role to enhance the knowledge and skill of the workers to adapt the dynamic changes of environment and globalization. Thus, Lamba and Choudhary (2013) defined training as the process of an increasing and developing the knowledge and skills of employee's for doing a particular job and basically to bridge the gap between job requirements and present competence of an employee and to make employee's more confident. Therefore, it had a great contribution to increase personnel efficiency, professional growth, and for more effectiveness of organizational operations. Due to the dynamic change of environment, employee's need training to adapt changes and improvement in technologies.

In this regard, Lamba and Choudhary identified different types of training such as Orientation training, Job training, Safety training, Promotional training, refresher training, remedial training to enhance the skills and knowledge of employee's. This is what, in this competitive global market training is the important HRM practice to adapt the ever changing technology and market strategy (Kum& Cowden, 2014). Accordingly, the more trained and skilled workforces can easier to change the entire organization and adapt changes that may arise in the domestic and global perspective. A desired change, growth, improvement and development can be attained through providing proper training of employee's (Delaney, 1996). American businessmen spend in millions of dollar for training annually and they state that, businessmen consider training is not only as a cost advantage but also as human asset investment in an organization which have benefit for the entire organization (Manajemen & Ekonomi, 2014). In general, the organization which provides effective training can improve individuals' team work, increase productivity and operational flexibility by extending the range of skills possessed by employee's; can attract high quality employee's by giving them learning and development opportunity. Therefore, training and development can play valuable role in achieving organizational goals and strategies.

2.1.4.2 The Personality Trait Models

Still now there is no universal definition of personality traits in social science. Thus, behavioral science study theorists defined the term personality from different perspectives. Personality is referring to an abstraction and an underlying unity behind a person's acts, something like a good man, beauty and it can be determining by heredity through genes, by endocrine glands, through hormones, by one's culture group, by childhood experiences especially parent-child relations and early training (Xavier, 1980). Personality traits refers to the structures and propensities that explain the individual's characteristic patterns of thought, emotion and behavior and it captures how people can be evaluated regarding one's task in contrast to his/her ability or potential (Colquitt *et al.*, 2009, as cited in Bartholomew, Awa, and Ukoha, 2016). Therefore, it is considered as important factor that predicts his/her behavior at anywhere. The research finding in this study regarding personality is measured through personality model based on the work of Howard and Howard, (1995). The personality model consists of extraversion, agreeableness and conscientiousness.

2.1.4.2.1 Extraversion

Extraversion is a kind of personality trait that describes the peoples energetic, high in sociability, assertiveness, and positively emotional (Rothman & Coetzer 2003). People who are high in extraversion are characterized by arguing for their opinions & interacting with every one so frankly (Abdullah *et al.*, 2013). In any group member such kind of personality trait people are more sociable and always ready to interact with each other. Therefore, if the organizations managed them properly, they have valuable role in team work and organizational performance due to their social harmony relation. Extravert employees have tendency to be communicative, positive and enthusiastic which means they can share their ideas freely (Goldberg, 1990). As a result, they are effective in administrative position, social relation and work performance.

2.1.4.2.2 Agreeableness

Agreeableness is the personality trait that shows people as being very trustful, generous, tolerant, self-sacrifice, helpful; gentle (Bartholomew *et al.*, 2016). According to Osayawe, et al., (2012) individuals those have high in agreeableness trait are always helping others, ready

to resolve the problems. In fact, agreeable individuals are flexible, supportive, and open-minded; and they are capability to work willingly with other team members and also they can adjust themselves with their organizational environment (Sarwar, Hameed&Aftab, 2013). Thus, they possess being trust, helpful towards others, forgiving, soft hearted, and compassionate.

2.1.4.2.3 Conscientiousness

Conscientiousness is a personality trait that is used to measures how individuals are, thoughtful and forward-thinking in an organization and such personality employees are cautious, orderly, dependable, show self-discipline, dutifully and responsibly (Bartholomew *et al.*, 2016). As studied by Judge and Higgins (1999) people who have conscientious personality are highly influenced by their career success in the organization and they are very careful and serious attention about their present and future planning's, objectives and usually these peoples are characterized by being fully scheduled to accomplish their tasks and tend to be self-managed. As a result, they possess high self-control and the active process of planning, organizing and carrying out tasks, they purposeful, and they are manifested in achievement orientation or hardworking and persistent, responsible, careful and order line or well organized (Barrick& Mount, 1993). Therefore, such kinds of personality characteristics have a vital role to the organizational achievement.

2.1.4.3 Demographic Factors

There is no common or universal definition of the word demographics. As a result, scholars defined demographics in their own view and from different perspective. Some of scholars defined demographic characteristics as follows: Demographic characteristics are irreversible and unchangeable features of a job, attributes to employee's in an organization (Moynihan & Pandey, 2007). It is the study of general and particular population characteristics such as race, gender, occupation, education as well as population density, size and location (Blythe, 2005).

On the other hand, Amangal (2013) defined demographics as the quantification of statistics for a given population and it is used to identify the study of quantifiable sub-sets of individuals within a given population. In research, demographic variables are widely used in relation to

commitment and it shown as one of the determinant factor of organizational commitment. Demographic factors such as age, gender, marital status, education and job tenure, length of service year, department and terms of service were identified as the factors affecting employee's" commitment (Azeez, Rufai & Adelekan, 2016; Rabindarang, 2014; and Jafri & Lhamo, 2013). Identifying the attributes of individuals in any organization is important to handle the behavior, and individual attitudes.

Accordingly, demographic factors in this study consists gender, department, marital status, terms of service, age, educational qualification and length of service year. Gender is the state of being male or female, especially with reference to social and cultural differences rather than biological ones (Khan *et al*, 2013). Also it refers to social-psychological categories of masculinity or male related characteristics" and femininity or female related characteristics and it studied as a determinant factor of organizational commitment in different countries and organizations (Kabeeret *al.*, 2012, as cited in Rabindarang, et al., 2015). Organizations are the composition of different work groups and team to perform tasks effectively. The division of works in to different departments can enhance the performance and productivity of organization.

In respect to this, Department is the classification of employee's in to different work groups based on their job description and specification. It is one of the HRM tasks to achieve organizational goal and objective. HRM department should importantly to consider the nature of works and load of tasks in each department because the classification of departments can influence the behavior of employee's (Azeez, Rufai & Adelekan, 2016).

The other demographic factor marital status can be defined as a condition of being married or unmarried of male and female" (Khan *et al.*, 2013, p.121). Which means its classification in the group is mainly based on marriage in social norm.

Terms of service is referring to Employment status that can be classified as permanent and contract/temporary employee (Jafri & Lhamo, 2013).

Age is the other demographic characteristics which refers the span of life that person spends in the organization and it is one of the mainly studied in demographic factors for absenteeism,

intention to leave and turnover (Khan *et al*, 2013). An excellence or achievement that makes some body appropriate for a particular job or task is stated as educational qualification (Khan & Zafar, 2013). Peoples can develop and acquired knowledge or skill during the course of occupation in their organization. And length of service year is a condition of working for long time in an organization. In general, many literatures show that, the aforementioned demographic factors can affect the employee's" commitment. This is what the various classification of employee's attributes has its own role in commitment. Therefore; the researcher used the above demographic variables to investigate their effects on employee's commitment.

2.2 Empirical Review

Research studies on personality traits and HRM practices in international and Ethiopian perspective. There are several studies have been carried out on the effects of personality and HRM practices on employee's commitment. The studies showed there is significant relationship between variables. For instance, the research employed by Abdullah *et al* (2013) in Pakistan; under the title on effect of personality on organizational commitment and employee's" performance shown, there is both positive and significant relationship between employee's organizational commitment and personality dimensions of extraversion, agreeableness, conscientiousness and openness to experience while neuroticism had negative relationship. Also other research explored by Izzati, Suhariadi and Hadi (2015) on personality as predictor of affective commitment on 105 Vocational teachers in Indonesia illustrated that, personality traits had significant influence on employee's commitment Their finding indicates that, personality traits can change the attitudes of employee's towards organizational commitment.

Research conducted on the title the relationship between personality factors and organizational commitment of Iranian primary school principals in Ardabil, northern city of Iran revealed personality factors could significantly predict organizational commitment ($p < 0.05$) which indicates the explanatory variables can affect the response variable (Shabahang & Amani, 2016). In fact, these all empirical evidences show that personality is the important factor takes to consideration in relation to employee's commitment.

Besides to this, HRM practices are the widely explored variable in different countries by different researchers in relation to employee's commitment. In this regard, HRM practices such as training, compensation and performance evaluation results shown as significant effect on employee's commitment in different studies. Accordingly, Hassan and Mahmood (2016) examined on the relationship between selected HRM factors (training, compensation and performance evaluation) and organizational commitment on 60 employees in various sector of Pakistan. The result of the regression model summary in their study showed R^2 value is 0.718 or 71% which means the explanatory variables (HRM practices) contributes positively toward to change the response variable.

In connection with this, study explored by Fabiene and Kachchhap (2016) on the title determinants of employee's commitment among health care professionals in Philippines illustrated that; there is strong positive relationship between training and employee's commitment. In their study 150 valid respondents were participated and the Pearson correlation result showed ($r = .514, p < 0.05$). This is indicating that, when the perception of employees for training and development increase their commitment to organization also increase at the same direction.

Similarly, the research carried out on the title perceived factors influencing employee's commitment at the nation media group in Kenya point out that training and development can influence the employee's commitment. In the finding Maugo concluded that, training is the important HRM factor which influence employee's commitment and take in to consideration.

The research investigated by Singh and Rana (2013) on the title "the impact of performance appraisal on the organizational commitment". The result of the study illustrated performance appraisal had both significant and positive impact on employee's commitment. Their study was conducted on 172 banking employee's in Uttarak hand state in India. According to the result they concluded that, fairness in the performance appraisal can significantly predict the organizational commitment of employee's.

In addition to this, the study conducted on the impact of performance appraisal on organizational commitment in service sector in India shown there is significant relationship between

performance appraisal and employee's commitment (Neha & Himanshu, 2015). Based on the finding they conclude that, the employees who satisfied with the performance appraisal system of their organization were committed to the organization.

On the other hand, in African context James (2013) conducted case study of public sector schools in Nakuru County in Kenya to see the relationship between performance appraisal and teacher's commitment.

The finding of the result pointed there is significant relationship between performance evaluation and commitments of teachers. Statistically the Pearson correlation coefficient showed ($r = .962$, $p < 0.01$ (two-tailed)). With respect to this, Omotayo (2014) conducted in Indian perspective on the title compensation management and organizational commitment in developing economies. The study was examined on 500 workers in India manufacturing companies to explore the connection between compensation management and organizational commitment. The result of the study indicated that, there is significant relationship between the two variables.

Chekorir, Namusouge and Christopher (2014) conducted survey study on the title "reward and compensation as determinant of employee commitment" in tea factories in Kenya. In their study 273 respondents were randomly selected from 861 target population. The researchers utilized purposive sampling to select six factories and the factories categorized in to high compensation payers and low compensation payers. The analysis of the study showed low paying factories had lower average mean and high payers had higher average mean. In addition to this, the result in the study revealed significant relationship ($p < 0.01$) between reward and compensation and commitment.

In case of Ethiopia, Mekuria (2016) conducted quantitative research on the title "Employee Organizational commitment: The role of HRM practice, public sector motivation and job satisfaction". He used cross-sectional research design in his study although, there are many researches were conducted on the effect of demographic characteristics on employee's commitment; the empirical results showed different from organization to organization and country to country. Accordingly, it can be possible to show empirical evidences on the effect of each demographic factor (Department classification, gender, age, marital status, terms of service

education level, and work experience) on employee commitment. Thus, in the previous studies, classification of department in organizations showed significant influence on employee's commitment. Therefore, HRM department should importantly to consider the nature of works and load of tasks in each department (Azeez, Rufai&Adelekan 2016). Changes in the organizational variables pay scales according to work load, employee's input in policy development and work environment could be invested to increase organizational commitment and overall output (Naas & Saifuddin, 2010, cited in Khan et al., 2013).

Assigning the right man on the right job at right time and at right place with motivated employee's in the organization is not simple task for HRM departments because of diversity in groups, attitudes and perception of individuals (Khan et al., 2013). Accordingly, improper assigning the employee's in to department and unable to identify the loads of work in all departments can affect commitments of employee's and ultimately the credibility of the organization gets jeopardized. Therefore, fair and supporting policies from administration towards different sections can be beneficial in building-up their organizational commitment.

There are different researches were conducted in different countries to examine the effect of gender difference on the organizational commitment, turnover, job satisfaction, work performance and absenteeism (Balay et al, 2010, as cited in Khan, 2013). Hence, the research employed by Jena (2015) on the assessment of demographic factors affecting organizational commitment among shift workers in India revealed, there is significance mean difference between male and female towards affective commitment ($p < 0.05$). Accordingly, Khan et al (2013) concluded the career satisfaction among the female is greater and so they are committed to their organization and the males who highly skilled and single in their marital status are less committed to their organization.

Rabindarang et al (2014) proved the association between age and absenteeism is that the older employees are a lower absentee rate because of a better professional grooming that is developed by the course of time and they are more attention for their organization as their own case. Thus, experienced employee's and older workers are more committed compare to the newcomers and younger's. This might be because, for the longer the workers stay with an organization they have

to evaluate their relationship with the organization of the past and future. But Iqbal (2010) claimed that there is no significant relationship between age and organizational commitment. Thus, the research studied on the relationship between age and organizational commitments were different from organization to organization and it shows inconsistency of results and needs to conduct according to the organization and the context of country.

Similarly, researchers investigated marital status as the demographic factor that affects organizational commitment of employee's. With respect to this, the research employed by Salami (2008) and Jena (2015) states that marital status of employee's can significantly affects organizational commitment of employee's and their finding result indicated that married people are more committed compare to unmarried people because of unmarried people seek more freedom and will try to satisfy with their desire job while married people have more family responsibilities and need more stability and security in their jobs and, as a result, they are likely to be more committed to their current organization than the unmarried counterparts.

There have been several studies conducted to compare the commitment of permanent employee's and temporary employee's. But the empirical result investigated by different authors revealed inconsistent. Hence, research conducted by Meldrum and McCarville (2010) and Jafri and Lahamo (2013) investigation shown that temporary employees are more committed compared to permanent employees to their jobs. They found that there is significance difference between terms of service towards organizational commitments. In counterpart's research studied by (Pearce 1993; De Witte and Näswall, 2003; and Guest, 2004) found that there is no significant difference between permanent and temporary employee's towards organizational commitment which means to be a permanent or temporary employment cannot affect the commitment level of employee's.

Similarly, study employed by Porter (1995) on the title attitude difference between regular and contract employees of nursing in US revealed that there is no difference between permanent and temporary nursing staff in the levels of employee's" commitment; quality of communication and quality of care. This is implying that there is inconsistency between empirical evidences and needs further research according to the context of country and organizations policy and strategy.

The individual who have advanced educational level are more intention to leave and finding

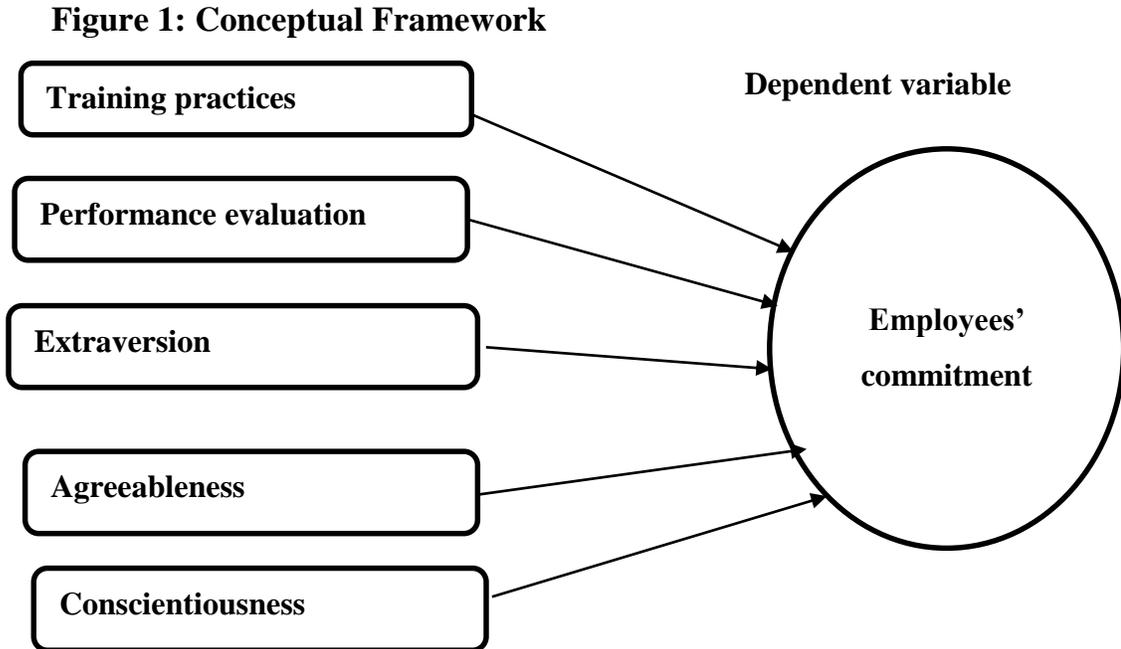
alternative jobs compared with those low educational qualifications (Khan et al., 2013). In this regard, Rabindarang et al. (2015) concluded that the people with high educational qualifications have high probably to change their job while, those low educational level workers have rarely to change their jobs. This indicates that, the more educated people may have high expectations which the organization unable to meet their demands and wants. Accordingly, Forkuohet *al.* (2014) concluded that “employees who having certificates from first degrees and below are high committed than who have high education level” (as cited in Osei, Acquaaah, & Acheampang, 2015, p.771).

Several research studies show that length of service is positively related to the organizational commitment. For instance, research explored by Naas, (2010) cited in Khan and Zafar (2013) suggested that, individual’s length of service within an organization increases; he or she may build up an emotional attachment with the organization that makes it difficult to leave. Accordingly, high experienced and older workers are more committed compare to the newcomers and that the workers who stayed for long period of time in an organization are more committed and loyal to their job (Rabindaranget *al.*, 2014). Correspondingly, Igbal (2010) ensured that length of service year is significantly associated with organizational commitment which means the increasing service year of employee’s affects their commitment.

2.3 Conceptual Framework of the Study

In this research the conceptual framework was developed based on literature review and findings from different researchers. The model shows that the five determinant factors related to employee’s commitment. The two independent variables dimensions that proposed to study in this research are personality traits dimensions and HRM practices dimensions affects the employee’s commitment as dependent variable. The personality trait dimensions include: Extraversion, Agreeableness and Conscientiousness. The HRM dimensions that assumed to be related to employee’s affective commitment in this study were performance evaluation and training practice. The last independent variable demographic factors conducting in this study were department, gender, marital status, age, terms of service, educational qualification and length of service year. Employee’s commitment was utilized as dependent variable to employ all the above

independent variables. Thus, in this conceptual frame work the personality traits and HRM practices are regarded as independent variable that affects employee’s commitment.



Source: HRM practice dimension adopted from Saed et al, (2013) and personality dimensions from Bartholomew et al., (2016).

2.4 Research Hypothesis

In many researches, authors need to write research question. But, a formal statement of research employs hypothesis. Hypothesis forecasts are on about the result of the study. Based on the general objective and specific objectives of the study the following hypothesis are developed from related theories and reviewed empirical studies to be tested.

H1: Training practice has significant and positive effect on employee’s commitment.

H2: Performance evaluation has significant and positive effect on employee’s commitment.

H3: Extraversion has significant and positive effect on employee’s commitment.

H4: Agreeableness has significant and positive effect on employee’s commitment.

H5: Consciousness has significant and positive effect on employee’s commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

INTRODUCTION

This chapter were present the methodological concerns to be used in conducting the study. It comprises the research design, research approach, types and data source, Population of the study area, sampling design, instruments of data collection, the methods of data analysis, research model, ethical considerations, validity and reliability. The details were presented in the section here under.

3.1 Research Design

A research design is a comprehensive plan for obtaining information for an empirical research effort. It serves as a "blueprint" for empirical research and describes three steps in particular: gathering data, instruments constructions, and sampling. Its objective is to test particular hypotheses or give answers to particular research problems. It also describes the methodology used for the research investigation. It addresses a few significant problems with conducting the research.

In this study, descriptive and explanatory research designs were used. The primary justifications for using descriptive research design was determined to describe the current situation as it stands. A large sample of the target population can be used in a descriptive research design to gather a lot of data (Streubert & Carpenter 1999).

Moreover, main purpose of explanatory research design is to comprehend the nature and relationship between the independent and dependent variables, to measure the degree of association, correlation between variables, and to conduct effect analysis.

3.2 Research Approach

There are three types of research approaches in research. Namely qualitative research approach, quantitative research approach and mixed research approach. This study applied mixed approach (i.e. both qualitative and quantitative research approach). Mixed approach enables

researcher to get deeper information by triangulating data gathered through questionnaires. Triangulation is a basic tool to justify and to confirm the result, which was obtained from different methods that study similar events.

The researcher incorporated deeper explanations for the field of study with a mixed research approach. Combining qualitative and quantitative research techniques may provide positive results in a mixed research methodology. By integrating qualitative and quantitative research methods instead of focusing just on one, this kind of study seeks to gain a deeper understanding of the research subject or issue. according to Creswell and Plano Clark (2007), the ultimate goal and underlying tenet of mixed methods studies is that the employment of quantitative and qualitative methodologies in conjunction may lead to a greater understanding of study issues and complex phenomena than either way alone. Mixed approach enables the researcher get more relevant information about the behavior of respondent regarding their commitment to the organization and to avoid rigidity in the research.

3.3 Types and Sources of Data

The data required for this study were collected from both primary and secondary sources.

Primary sources were collected through questioners. Thus, the primary data of survey were collected from the employee's in the ayat real estate. This primary source of data aids to obtain important information from the target population and helps the researcher to finds out detailed information regarding the topic to answer the research question and objectives.

The secondary data were collected from annual reports of the real estate, personality and HRM related books, manual, journals and articles to triangulate the study. The secondary source of data enables the researcher to collect information easy in that of it needs less time, cost and effort to obtain the information.

3.4 Population of the Study Area

The total population of the study consists of 1140 employees of Ayat Real Rstate company. From this population, samples were drawn from two major departments: the head office and branch office employees as shown in the following table.

Table 3. 1: Population of the study area

Office Level	Number of Employees
Branch office employees	707
Head office employees	433
Total	1140

(Source: Own Survey, 2024)

3.5 Sampling Design

3.5.1 Sample Size Determination

According to the Yamane (1967) sample size determination formula with 95% confidence level the sample size of the study population calculated as follows:

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

Where : n= sample size required
N = number of people in the population
e = acceptable level of error (0.05)

Accordingly, the sample size of the study area population calculated as follows:

$$n = \frac{1140}{1 + 1140(0.05)^2} = 296$$

Table 3. 2: Sample size proportion of the study

Office Level	Number of Employees	Rate of Sample Size	Sample Size
Branch office employees	707	62%	184
Head office employees	433	38%	112
Total	1140	100%	296

(Source: Own Survey, 2024)

According to table 3.2, from the total of 1140 employees, 296 samples were drawn. These 296 employees were selected by using proportionate stratified random sampling method from each level. Samples of 184 from branch level employees and 112 from head office level employees.

3.5.2 Sampling Technique and Procedure

The researcher used random (Probability) sampling in which every number of the population was having a known and equal probability of selection. Because of the target population of the study is heterogeneous; the researcher employed stratified random sampling technique by classifying the population in to two stratum namely branch office and head office to obtain the adequate sample from each department. The sample size distributed to departments proportional to the number of workers in each department. After that, individual workers in each of the departments was selected by systematic random sampling technique every K th ($K=1140/296=3.85 \approx 4$) interval by recognizing an initial starting employee by use of a lottery method. All the lists of workers in each department were obtained from the company human resource management department.

3.6 Instruments of Data Collection

The student researcher used both quantitative and qualitative data collection instrument through questionnaire in order to get valuable information about the study.

Structured questionnaires were used to collect data from 184 branch staffs and 112 Head office staffs. The questionnaire developed in this study consists four parts. The first part was regarding demographic characteristics of the respondents; the second part consists of the perception of employee's about their employee's commitment; the third part consists of the perception of employee's about HRM practice in the organization and the last part consists of the perception of employee's about their personality traits.

Closed ended questionnaire types were utilized to conduct factors determining employee's commitment in the study area. The close-ended questions have five point likert scales ranging from strongly disagree to strongly agree. The researcher developed close-ended questions for

its contribution to know the respondent's perception and helps the respondents to choose one option from the given scale alternative that aligns with their views.

The independent variables measure in this study were prepared on selected dimensions. The HRM practice consists of two dimensions: Training (8 items); performance evaluation practice (7 items). And the other independent variable measure was personality which consists of three dimensions: Extraversion (6 items); agreeableness (6 items); conscientiousness (6 items). All measure of items was designed by Meyer and Allen (1990) and it was adapted with some modification.

Dependent variable measure in this study was employee commitment with (7 items) which was designed by Meyer and Allen (1990) and it was adapted and modified according to the respondent's characteristics. Both independent and dependent measures items were prepared based on 5-point likert scale.

3.7 Method of Data Analysis

The data obtained from the branches and head office Employee's' analyzed according to the objective of the study. Data analysis of the study was done after the required number of information is gathered. Data from the answered questionnaires was analyzed by using SPSS version 26 software by descriptive statistics like mean, percentage and Frequency. The Collected data was checked for consistency and then frequencies and percentages were used to show response distribution. Correlation analysis was used to identify the relationship between the dependent and independent variables under consideration and regression analysis was used since it shows the impact of the independent variables on the dependent variable. Finally, the findings were presented by using tables.

To compare the mean difference between two groups in demographic variables towards employee's commitment, independent sample test was utilizing. Similarly, to compare the variation of means cores between three or more groups towards employee's commitment one-way ANOVA.

3.8 Research Model

As the purpose of the study was to assess and examine the factors of HRM practices and personality dimensions on Employee's commitment in case of ayat real estate. The researcher used multiple regression models to determine significance level of the variables towards HR practices and personality trait dimensions induced employee's' commitment.

Employee's commitment in HRM practices and personality dimensions =f (two HRM practices and three personality dimension)

$$EC = \alpha + \beta_1[TP] + \beta_2[PE] + \beta_3[EX] + \beta_4[AG] + \beta_5[CO] + e$$

Where

EC = Employee's Commitment

TP= Training practices

PE= performance evaluation

EX= Extraversion

AG= Agreeableness

CO= Conscientiousness

Thus α (alpha) is constant, β (beta) is coefficient of estimate, and e is the error term. Employee's commitment is dependent variable and TP, PE, EX, AG and CO are independent variables.

3.9 Validity

Validity examines whether the study actually measures what it was designed to measure or how accurate the study's findings are. In order to assess validity, researchers typically ask a number of questions and then seek for the answers in other people's research. (Joppe, 2000). One of the most important mechanisms to measure the validity of a particular instrument is weighing its content validity as of Kohtari (2004). The degree to which a measuring instrument or instruments offers sufficient coverage of the subject under research and the quality of that coverage are measurements of content validity. In this sense, the structured questionnaire utilized in this study includes every

component that must be taken consideration in order to meet both the general and the study's specific objectives. The respondents are Ayat Real Estate Employees which entails that the questionnaires are filled by the concerned bodies of the organization which could be attributed as the best sources of data to study factors that affect the commitment of employees. In order to find a reliable instrument that assesses the variables under consideration, a thorough investigation of previous studies was conducted as part of the assessment of related literature to assess the validity of the study. The questionnaire's design and contents have been created to be easily understood while taking the target population into considerations.

3.10 Reliability

Reliability is the degree to which measurements may be repeated by several individuals using supposedly different tools measuring the same things at various times, in various settings, and under various circumstances.

Reliability refers to the stability of the measure used to study the relationships between variables (Ghuri & Grønhaug 2005, 81). It is the degree to which a test consistently measures whatever it measures. Having established the variables of the study, and allocated appropriate names, the next part of evaluation entailed testing the reliabilities of the factors. To ensure that the factors to identified were consistent, reliable, a Cronbach 's alpha was calculated for the overall scale and for each individual variable. A commonly accepted Cronbach 's alpha is 0.7, although a value of 0.6 can be accepted during exploratory research (Hair et al, 1995). The following variables are acceptable and assured. Because Cronbach's Alpha for each variable is between 0.710 up to 0.850.

Table 3. 3: Cronbach Alpha Reliability of the Items

Variables	No of Items	Alpha value
Employee commitment	7	.850
Training practice	8	.778
Performance evaluation	7	.795
Extraversion	6	.710
Agreeableness	6	.805
Conscientiousness	6	.722

Source: Own survey, 2024)

3.11 Ethical Consideration

Including ethical considerations in a thesis or dissertation is essential. To accomplish the goal of the research in a way that is legal, agreement with all parties engaged in the process is essential before beginning and even during the last stages of the investigation. The researcher and enumerators briefed the respondents on the goals and purpose of the study during the questionnaire distribution process. The HRM department collaborated well and provided reliable information without undermining the goal of the study.

In the study, names or other personally identifiable information were not used. Additionally, the researcher would have provided information regarding their significant and sincere contributions to the success of the study.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

INTRODUCTION

This chapter presents the analysis and discussion of the findings to the study. The data is presented in form of Tables. Presentation of findings has been organized in accordance with the study objectives. Its base is the information obtained from 275 sampled employees of Ayat real estate working in branches and head office found in Addis Ababa.

The data were analyzed in different sections: descriptive analysis, correlation analysis, and multiple regression analysis.

Descriptive statistics were used to summarize and describe the main features of a dataset without making interferences about the population from which data was collected.

Correlation analysis using Pearson's test was used to examine the association between independent variables (HR practices and personality trait) with dependent variables (employee's' commitment).

Multiple regression analysis was used in an attempt to demonstrate the impact of two components of HR and three personality trait in explaining the overall employee's' commitment in the Real Estate.

4.1. Response Rate on the Questionnaires

For this study, a total of 296 questionnaires were distributed to the employee's currently working in Ayat Real Estate to assess the factors of employee's commitment in the company. Out of 296 questionnaires distributed 275 questionnaires were filled up and returned with response rate of 92.91%.

Table 4. 1: Employees Response Rate

Questionnaires	Frequency	Percent
Correctly filled	275	92.91%
Incorrectly filled	21	7.09 %

(Source: Own Survey, 2024)

4.2. Demographic characteristics of respondents

This part commences with the analysis of the demographic data gathered from the respondents using frequencies and percentages. To describe this demographic information's, the researcher used descriptive statistics in the frequency table such as, percentage and frequency. Accordingly, the general respondents' characteristics including: employment category, gender, age, marital status, educational level, term of contract and year of service are presented in Table 4.2 below.

Table 4. 2: Demographic Characteristics of the Respondents

Respondents characteristics	Categories	Frequency	Percent
Employment category	Head Office staff	106	38.5
	Branch staff	169	61.5
Gender	Male	147	53.5
	Female	128	46.5
Age	21-30 years	147	53.5
	31-40 years	99	36
	41-50years	23	8.4
	above 50 years	6	2.2
Marital status	Single	198	72
	Married	75	27.3
	Divorced	2	.7
Terms of service	Permanent	112	40.7
	Contract	163	59.3
Educational qualification	Diploma	12	4.4
	Degree	197	71.6
	Masters	66	24
Year of service	0-2 years	64	23.3
	3-5 years	133	48.4
	6-8 years	60	21.8

	Above 8 years	18	6.5
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(Source: Own Survey, 2024)

The above table 4.2, shows 106 (38.5%) of the respondents in the organization are head office staff and the remaining 169 (61.5 %) of respondents were branch staffs. This shows that, the majority of the real estate employees are branch workers. Therefore, the company needs to identify what determinant factors of those large percentages of employee's and how they can motivate and inspire them to serve customers bravely.

As it can be observed gender of respondents indicated that, 128 (46.5%) of the respondents were female and 147 (53.5%) of the respondents were male. In this regard, the majority of the employee's' in the organization were male.

According to the result displayed by the above table 4.2, 147 (53.5 %) of the employee's involved in the study were age between 21-30 years, 99 (36%) of the respondents age lied between 31-40 years, 23 (8.4 %) of the respondents age lied between 41-50 years and the remaining 6 (2.2%) are above 50 years. The above result indicates that, majority of the respondents age lies between 21-30 which means most of the workers in the real estate are at productive work stage.

As indicated in the above table 4.2,198 (72%) of the employees were single, 75 (27.3 %) were married, 2 (0.7%) of respondents were divorced. According to the marital status of the respondents, the majority of the employee's in the real estate were single employee's.

In the other side respondents' data showed that,112 (40.73%) of the respondents in the organization were permanent employee's, 163 (59.27%) of the respondents were contract employees. This results shows that the real estate sectors were better to focus on its contract employee's because the contract employees were done more and more to get job security and kept their profit advantages in these case the real estate sectors were more profitable.

The result of the study regarding educational status of the respondents in the company shown that, 197 (71.6 %) of the respondents were degree holders, 66(24 %) of respondents were masters holders, and the remaining 12 (4.4 %) were diploma holder. The result point out that, the degree holder respondents are greater in number than others. Hence the organization can't maintain

committed employees because of the employees who have less qualified in educational status are less intention to leave and more committed (Khan & Zafar, 2013).

As shown in table 4.2, 64 (23.3 %) of the respondents had work experience for 0-2 years, 133 (48.4%) of the respondents indicated that they were worked for 3-5 years, 60 (21.8%) of the respondents indicated that, they had experience for 6-8 years, and the remaining 18 (6.5 %) of the respondents were worked for above 8 years. The results indicate that, the workers of the respondents have less work experience and year of service. As a result, the real estate might be loss the potential and qualified employee's if they improper managed them. This why because employee's who have short period of service year employee's seems mostly exposed to intention to leave and not emotionally attached with their organization (Rabindarang, et al, 2014). Therefore, the organization is better to coach new comers and those had less work experience.

4.3. Descriptive statistics about study variables

Human resource practice as a continuous process which matches organizational needs for human resources and the individuals need for a career development. It enables the individuals to gain their best human potential by attaining a total all-rounded development. It also promotes dignity of employment in an organization and provides opportunities for teamwork and personal development. Hence, a well- planned HR system must be a central part of human resource management in every organization. This section, presents the practice of human resource development from training and performance evaluation aspects.

In the other side, Personality traits refers to the structures and propensities that explain the individual's characteristic patterns of thought, emotion and behavior and it captures how people can be evaluated regarding one's task in contrast to his/her ability or potential (Colquitt et al., 2009, as cited in Bartholomew, Awa, and Ukoha, 2016). Therefore, it is considered as important factor that predicts his/her behavior at anywhere. The research finding in this study regarding personality is measured through personality model based on the work of Howard and Howard, (1995). The personality model consists of extraversion, agreeableness and conscientiousness.

The feedback of the respondents for the variables indicated below were measured on five point Likert scale with measurement value 1= Strongly disagree; i.e. very much not commitment with the case described; 2= Disagree, i.e. not commitment with the case described; 3= Neutral, i.e.,

uncertain with the case described; 4= Agree, i.e., feeling all right with the case described and considered as commitment; and 5 =strongly agree, i.e. very much supporting the case described and considered as highly commitment. To make easy interpretation, the following ranges of values were reassigned to each scale: 1-1.8= strongly disagree; 1.81-2.6 = Disagree; 2.61-3.4= Neutral; 3.41-4.20= Agree; and 4.21-5 = Strongly Agree Best, (cited in Simachew, 2014). To analyze the collected data in line with the overall objective of the research undertaking, statistical procedures were carried out using SPSS version 26software.

4.3.1 Descriptive statistics about Training Practice

It is undeniable fact that the organizations’ productivity is determined by the motivation level and effectiveness of its workforce. Training and development implies to the systematic process of developing the competencies relating to the job of employees for the present and future roles and responsibilities. Today we believe that an organization’s competitive success is achieved through people. It follows that the skills and performance of people are critical. Many organizations spend much money on training, believing that training would be improved their employee’s’ performance and productivity. Recruiting, selecting, orienting and then placing employee’s in jobs do not ensure success. In most cases, there may be the gap between employee’s knowledge and skill and what the job demands. The gap must be filled through training and development programs. Hence, personnel training and development is one of the major ways that Ayat Real Estate attempt to maintain the competency levels of its HRM and increase its adaptability to changing industrial demands. With regard to the employee’s’ reaction with the practice of training the following statements were given to indicate their degree of agreement.

Table 4. 3: Descriptive Statistical review of Training Practice

Items	Number	Mean	Standard deviation
Training and development opportunities are available	275	4.07	.991
Ayat real estate has good training and development programs.	275	4.01	1.092

Our company makes a need assessment in designing and development of training programs.	275	3.91	1.079
My organization has active programs to upgrade employee's skills.	275	3.92	1.038
High priority is given to providing appropriate training.	275	3.59	1.030
Our real Estate Assessing the available aids for internal and external training and development.	275	3.75	.903
Trainers who deliver the required training are Competent enough.	275	3.69	.953
The training delivery method that the organization uses is convenient to get the necessary knowledge and skills.	275	3.86	1.189
Average		3.85	1.034

(Source: Own Survey, 2024)

Results of the findings on Table 4.3 indicates that all of the respondents agreed that the information provided and the maximum scored mean value is training and development opportunities are available in Ayat Real Estate was 4.07, indicating that the respondents agreed in their response showing that they feel all right with the case described. The standard deviation of this sub-construct was 0.991, this implies that the relative homogeneity of the respondents on their responses. From this result one can infer that Ayat Real Estate have clear training and development programs that may help to upgrade employee's knowledge and skills to improve their performance and achieve organizational objectives in the desired way. But the minimum mean value score was obtained from the High priority is given to providing appropriate training (mean 3.59). In general, the above table reveals that the scored mean average value (mean 3.85) of the respondents to training practice signifying an agreement range. This shows that the employee's commitment

initiated by Ayat Real Estate training and development program.

4.3.2 Descriptive statistics about performance evaluation

It is an indispensable aspect of HRM to analyze the performance of employee's which enables the organizations to understand where their people stand, what is expected from them and what they are actually contributing. The purpose of designing the mechanisms of performance appraisal is to portray the actual position of the past and future employee's' performance. To meet this, the targets of performance are set which are being desired to be attained by the organizations. The targets are based on job-related criteria that best determine the success of job. To measure the practice of performance appraisal the following measurements were provided to the respondents to indicate their level of consent as indicated in Table 4.4 below.

Table 4. 4: Descriptive Statistical Review of Performance Evaluation

Items	N	Mean	St deviation
Our company Sets performance goals and objectives.	275	4.05	1.006
Our company has good performance appraisal systems.	275	3.97	1.065
Our company Assess where the employees are assigned.	275	3.92	1.013
Our Company evaluates what is expected from each employee.	275	4.12	.833
Our company takes immediate action when employee's lack capacity.	275	3.84	1.105
Our Company has Short and long term evaluation.	275	4.00	1.013
Our company gives acknowledgement for good performances.	275	4.01	1.007
Average		3.987	1.006

(Source: Own Survey, 2024)

Referring Table 4.4, the results showed that all of the respondents agreed that lead performance goals and objectives (mean 4.05), with good performance appraisal system (mean 3.97), assessed employee's assignment (mean 3.92), evaluates what expected from each employee (mean 4.12), it takes immediate action when employee's lack capacity (mean 3.84), has short and long term evaluation (mean 4.00) and acknowledgement for good performance (mean 4.01). The mean scored for overall performance evaluation was (mean 3.987), suggests that respondents believed to performance evaluation positively impacts in employee's commitment. Generally, average employee's' response in Ayat Real Estate at all levels was committed with issue of performance evaluation.

4.3.3 Descriptive statistics about Extraversion

Extraversion is a kind of personality trait that describes the peoples energetic, high in sociability, assertiveness, and positively emotional (Rothman &Coetzer 2003). People who are high in extraversion are characterized by arguing for their opinions & interacting with every one so frankly (Abdullah et al., 2013). Table 4.5 shows the measurement of commitment with extraversion of employee's' in Ayat Real Estate.

Table 4. 5: Descriptive Statistical Review of Extraversion

Items	N	Mean	St deviation
I always sociable my members & friends with team	275	3.92	1.064
I am Interacting with frankly in our company every one	275	4.08	0.988
Often I able to do things confidently and work hard	275	3.85	.938
Usually I am trying to display energy to achieve the goal of organization	275	4.03	.787
I don't mind being the center of attention.	275	3.87	1.001
I feel comfortable condition for around my staffs.	275	3.91	.870
Average		3.943	0.941

(Source: Own Survey, 2024)

Results of the findings on Table 4.5 indicates that all of the respondents were accurate that information provided. This signifies that employee's' Interacting with frankly in the real estate every one (mean 4.08), Often I able to do things confidently and work hard (mean 3.85), I always sociable my members & friends with team (mean 3.92), Usually I am trying to display energy to achieve the goal of Organization (mean 4.03) and I feel comfortable condition for around my staff (mean 3.91).The mean scored for overall extraversion was (mean 3.943), suggests that employee's' in Ayat Real Estate are sociable, energetic, hard worker and easily interacting frankly with different real estate staffs.

4.3.4 Descriptive statistics about Agreeableness

Agreeableness is the personality trait that shows people as being very trustful, generous, tolerant, self- sacrifice, helpful; gentle (Bartholomew et al., 2016). According to Osayawe, Oguntuase, Osa and Ehigie (2012) individuals those have high in agreeableness trait are always helping others, ready to resolve the problems. Table 4.6 shows the response of employee's' agreeableness in Ayat Real Estate.

Table 4. 6: Descriptive Statistical Review of Agreeableness

Items	N	Mean	St deviation
I can tolerate my friend, groups and the management if they made a mistake or disagree on some issue with me.	275	4.12	.802
Most of the time I give my own time and benefits for my current organization	275	4.12	.819
Always I am happy to help others	275	4.25	.946
I am ready to resolve problems if it occurred in my organization	275	3.69	1.064
Make people feel at ease.	275	3.95	.952
I have a soft heart.	275	4.10	.847
Average		4.038	0.905

(Source: Own Survey, 2024)

As shown in the above table 4.6, the majority of respondents were accurate with the sub construct i.e. “I am ready to resolve problems if it occurred in my organization (mean 3.69)”, although the smallest score relative to the other five sub-constructs. “Most of the time I give my own time and benefits for my current organization (mean 4.12)”, “always I am happy to help others (mean 4.25)”, this implies that the respondents were very much supported the case described and considered as highly commitment. “I am ready to resolve problems if it occurred in my organization (mean3.95), this indicates that the respondents were committed to resolve problems in the company. “I can tolerate my friend, groups and the management if they made a mistake or disagree on some issue with me (mean 4.12)”, this shows that the employees have good tolerance habit in the real Estate and “I have soft heart (mean 4.10). Generally, the mean scored for overall Agreeableness was (mean 4.038), suggests that the respondents were being very trustful, generous, tolerant, self-sacrifice, helping other and ready to resolve the problems core point of real Estate company the results of committed employee’s.

4.3.5 Descriptive statistics about Conscientiousness

Conscientiousness is a personality trait that is used to measures how individuals are, thoughtful and forward-thinking in an organization and such personality employees are cautious, orderly, dependable, show self-discipline, dutifully and responsibly (Bartholomew et al., 2016). Table 4.7 show that the Conscientiousness of employee’s’ in Ayat Real Estate.

Table 4. 7: Descriptive Statistical Review of Conscientiousness

Items	N	Mean	St deviation
Mostly I act as dutifully in the organization	275	3.56	1.187
I am very careful & giving serious attention for the present & future plan of the organization	275	4.05	1.000
Usually I try to accomplish my tasks according to the schedule of the organization	275	3.90	1.091

I am eager to take responsibility for the task that assigned to me.	275	3.90	1.122
I am exacting in my work.	275	3.86	1.116
I pay attention to details in my organization.	275	3.96	.977
Average		3.872	1.082

(Source: Own Survey, 2024)

Results of the findings on Table 4.7 indicates that all of the respondents were accurate that information provided. This signifies that the respondents, Mostly I act as dutifully in the organization (mean 3.56), I am very careful & giving serious attention for the present & future plan of the organization (mean 4.05), Usually I try to accomplish my tasks according to the schedule of the organization (3.90), I am eager to take responsibility for the task that assigned to me (mean 3.90), I am exacting in my work (mean 3.86) and I pay attention to details in my organization (3.96). Generally, the mean scored for overall Agreeableness was (mean 3.872), suggests that the respondents Conscientiousness with the statements given to them.

4.3.6 Descriptive statistics about Employee Commitment

Employee Commitment is the emotional and psychological attachment an employee has to their organization, which influences their desire to remain a part of the organization and to work towards its goals (Meyer, J. P., & Allen, N. J. (1991)). Table 4.8 shows that the response of employees for Employee Commitment in Ayat Real Estate.

Table 4. 8 Descriptive Statistical Review of Employees Commitment

Items	N	Mean	St deviation
I would be very happy to spend the rest of my career with this organization.	275	4.21	0.987
I enjoy discussing about my organization with people outside it.	275	4.13	0.965
I really feel as if this organization's problems are my own.	275	4.04	1.065

I think that I could easily become as attached to this organization as another one.	275	4.00	1.132
I do feel like “part of the family” at my organization.	275	3.60	1.094
I do feel “emotionally attached” to this organization.	275	3.78	1.006
This organization has a great deal of personal meaning for me.	275	3.69	0.897
Average		3.92	1.021

(Source: Own Survey, 2024)

Results of the findings on Table 4.8 indicates that the majority of the respondents were accurate that information provided. This signifies that the respondents, very happy to spend the rest of my career with this organization (mean 4.21), I enjoy discussing about my organization with people outside it (mean 4.13), I really feel as if this organization’s problems are my own (mean 4.04), I think that I could easily become as attached to this organization as another one (4.00), I do feel like “part of the family” at my organization (3.60), I do feel “emotionally attached” to this organization (3.78) and this organization has a great deal of personal meaning for me (3.69). Generally, the mean scored for overall Employees commitment were (mean 3.92), suggests that the respondents Employees commitment with the statements given to them.

4.4. Correlation Analysis

Using a single number between -1 and 1, the correlation coefficient is a helpful tool for summarizing the relationship between two variables (Field, 2005). For each of the independent and dependent variables in the study, Pearson's correlation coefficient was calculated to see what were the connection between the variables Field's (2005) recommendations employed correlation analysis to identify the degree of association between variables. If the correlation coefficient falls between 0.1 and 1, the coefficient(r) is weak at 0.2 to 0.39; moderate at 0.4 to 0.59; strong at 0.6 to 0.79 and very strong at 0.8 to 0.1 relationship between variables. In this study, bivariate Pearson correlation was used to examine the relationship between each of the independent variables and the dependent variable using a two tailed test of statistical significance at the level of 99% confidence and significance <0.01.

Table 4. 9: Correlation Between Variables

		TP	PE	EX	AG	CO	EC
TP	Pearson Correlation	1	.699**	.700**	.592**	.674**	.835**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N	275	275	275	275	275	275
PE	Pearson Correlation	.699**	1	.881**	.347**	.489**	.626**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000
	N	275	275	275	275	275	275
EX	Pearson Correlation	.700**	.881**	1	.335**	.447**	.642**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000
	N	275	275	275	275	275	275
AG	Pearson Correlation	.592**	.347**	.335**	1	.693**	.698**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000
	N	275	275	275	275	275	275
CO	Pearson Correlation	.674**	.489**	.447**	.693**	1	.758**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000
	N	275	275	275	275	275	275
EC	Pearson Correlation	.835**	.626**	.642**	.698**	.758**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	275	275	275	275	275	275

(Source: Own Survey, 2024), Correlation is significant at the 0.01 level (2-tailed)

Table 4.9, Shows the relation between the five elements independent variables and dependent variable (Employee commitment). The results of the correlation test revealed that, all five dimensions of independent variables had positive and significant relation with overall Employees Commitment. Specifically, Training Practices had very strong and positive relation ($r = 0.835$) with employee's

commitment. Performance Evaluation($r=0.626$), Extraversion($r=.0.642$), Agreeableness ($r= 0.698$) and Consciousness ($r=0.758$) have strong and positive relation with employee's commitment.

To conclude that, the relationship between independent variables and dependent variable (Employees Commitment) showed a strong and positive correlation. Furthermore, the above table shows that the independent variables have positive correlation within themselves. It can be noted that all variables are positively correlated with each other.

4.5. Multiple Regression Assumption Test

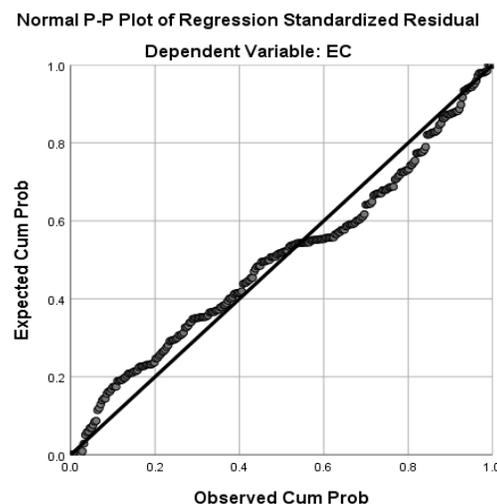
Multiple regressions are an analysis that assesses whether one or more predictive variables explain the dependent variable. The regression assumptions are linearity, multi collinearity, normality, Homoscedasticity and reliability before applying linear multiple regression.

I. Linearity Assumption Test

The linearity assumption is one of the key assumptions in multiple regression analysis. It states that the relationship between the dependent variable and each of the independent variables is linear. I.e., it assumes that changes in the dependent variable are directly proportional to changes in the independent variables. The advantages of linearity are Ensures accurate and unbiased predictions.

If the linearity assumption is violated, the predictions made by the regression model may be biased or inaccurate. This is because the model is trying to fit a linear line to data that doesn't follow a linear pattern. By using scatterplots plot the dependent variable against each independent variable.

Figure 2: Normal p- plot of the regression standardized residuals



(Source: Own Survey, 2024)

Figure 2 shows that create a scatter plot for each independent variable versus the dependent variable. A straight-line pattern indicates a linear relationship. If the points roughly form a straight line, the linearity assumption is likely satisfied.

II. Multi collinearity

The concept of multi collinearity suggests the absence of strongly correlated predictor variables. Such a problem or assumption violation could result in conflicting output predictions from the linear regression model. Thus, before executing the Ordinary Least Squares linear regression Method, one should look for evidence of a high correlation between some of the independent variables and the multi collinearity problem. The study checks this with the variance Inflation Factor (VIF) which calculates the influence of correlation among the independent variables on the precision of regression estimates. The VIF should not exceed 10. If the Tolerance (1/VIF) value is less than 0.1 it also indicates that there is possibility of multi collinearity, but if it is greater than 0.1 it means that there is no multi collinearity problem with in the model (Hair, 2004).

Table 4. 10: Collinearity Assumption Test

	Obs.	VIF	1/VIF(Tolerance)
Training Practice	275	3.177	0.315
Performance Evaluation	275	4.825	0.207
Extraversion	275	4.809	0.208
Agreeableness	275	2.088	0.479
consciousness	275	2.470	0.405

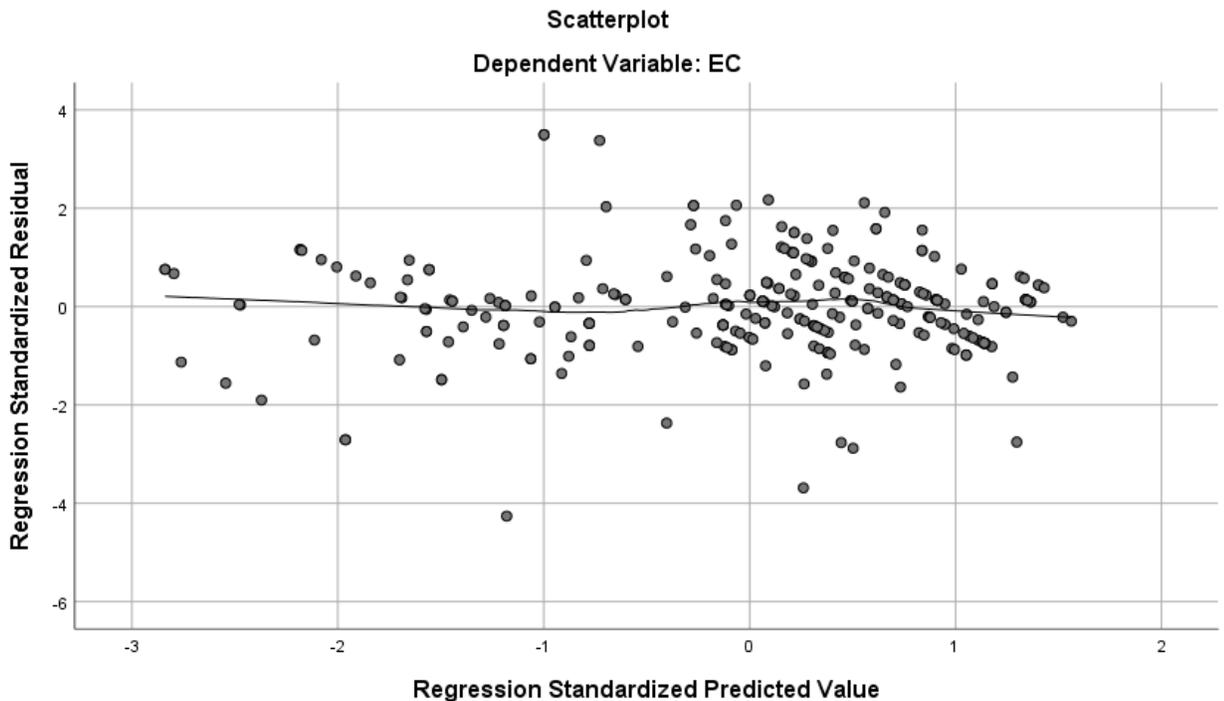
(Source: Own Survey, 2024)

Table 4.10, Shows that the collinearity statistics analysis of VIF value ranges from 2.088 to 4.825 and Tolerance value ranging with 0.207 to 0.479 indicated that there was no collinearity problem. This suggests that there were no issues with multi collinearity, indicating that the independent variables in the model did not have high levels of correlation with each other, meaning they were measuring different things and providing unique information for the regression analysis.

III. Homoscedasticity

Before implementing a multiple regression analysis, homoscedasticity must be present. This indicates that the residuals, or the differences between the values of the dependent variable that is expected and observed, should have a constant variance and be normally distributed (Burns & Burns 2008). In the event that heteroscedasticity a violation of the homoscedasticity assumption—occurs. When scores for independent variables are homoscedastic, they should be similar across all dependent variable values. The variance of dependent variable values must be identical at every value of independent variable in order to ensure the completion of this relationship between independent variable and dependent variable. Hair, 10 (2010). For a basic analysis it is worth plotting ZRESID (Y-axis) against ZPRED (X-axis), because this plot is useful to determine whether the assumptions of random errors and Homoscedasticity have been met.

Figure 3: Homoscedasticity Scatterplot



(Source: Own Survey, 2024)

Figure 3 shows that there was certain variant, such as organize shaping dot (waves, fuse and narrow), therefore no Homoscedasticity happened. If there were not certain variant, and dots spreads above and below 0 numbers in axis Y, then Homoscedasticity did happen Pallant, (2005). The scatter plots show that there is homoscedasticity. Thus the assumption is reasonably supported in thus study.

IV. Multivariate Normality

To check that a distribution of scores is normal, it needs to look at the values of Kurtosis and Skewness. Both which have an associated standard error. The values of skewness and kurtosis should be zero in a normal distribution. Positive values of skewness indicate a pileup of scores on the left of the distribution, whereas negative value indicates a flat distribution. Both which have an associated standard error. However, the actual value of skewness and kurtosis are not, in themselves, informative. Instead, it needs to take the value and convert it to a z-score. The z-score is simply a standardize score from a distribution that has Mean of 0 and standard deviation of 1.0.

Table 4. 11: Normality Test

	Obs.	Pr.(Skewness)	Pr.(Kurtosis)
Training Practice	275	-0.79	0.002
Performance Evaluation	275	-0.703	-0.004
Extraversion	275	-0.667	0.302
Agreeableness	275	-0.917	0.223
Consciousness	275	-0.656	-0.02
Employees Commitment	275	-0.922	0.358

(Source: Own Survey, 2024)

Skewness measures the asymmetry of a distribution. A positive skewness value indicates that the distribution is right-skewed (tail on the right side), the right tail is longer or fatter than the left tail. Most data points are concentrated on the left side. A negative skewness value indicates left-

skewness (tail on the left side), the left tail is longer or fatter than the right tail. Most data points are concentrated on the right side. Zero skewness is symmetrically distributed, resembling a normal distribution (perfectly normal distribution).

Based on table 4.11 the given probabilities of skewness:

- All the probabilities of skewness values are negative this indicates left skewed distribution, so that the left tail is longer or fatter than the right tail.
- Employees Commitment and Agreeableness relatively have a high probability (-0.922 and -0.917 respectively) of having a skewed distribution.
- Performance Evaluation and Training Practice have a slightly lower probability (-0.703 and 0.790 respectively) of having a skewed distribution.
- Consciousness and Extraversion have a relatively lowest probability (-0.656 and -0.667, respectively) of having a skewed distribution.

Kurtosis measures the sharpness and shape of the distribution's peak. High kurtosis values indicate a distribution with heavy tails and concentrated peak (leptokurtic), while low kurtosis values indicate a flatter distribution with lighter tails (platykurtic).

Based on the given probabilities of kurtosis:

- Employees Commitment has the highest probability (0.358) of having a high kurtosis value, indicating a distribution with a concentrated peak and heavy tails.
- Performance Evaluation, Training Practice, Consciousness and Extraversion have relatively lower probabilities (ranging from -0.02 to 0.302) of having a low kurtosis value.

4.6. Regression Analysis

Regressions fit a predictive model to data and use that model to predict the values of dependent variable from one or more independent variables. Linear multiple regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the

dependent variable. Coefficient of determination (R^2) is the measure of proportion of the variance of dependent variable about its mean that is explained by the independent or predictor variables.

Table 4. 12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 ^a	0.800	0.796	0.33514

(Source: Own Survey, 2024)

As it can be seen in the above table 4.12 R-square also measures the goodness of the fit of those explanatory variables in explaining the variation in dependent variable. This value tells us how Employee's commitment is varied with effects of training practices, performance evaluation, extraversion, agreeableness and conscientiousness. The value of R^2 is 0.800. This implies that, there was a variation of 80% of effects on Employee's commitment in Ayat Real Estate due to training practices, performance evaluation, Extraversion, Agreeableness and Conscientiousness. For this study, liner multiple regression analysis was employed. Employee's' commitment was used as the dependent variable while the underlying factors of Employee's Commitment were used as the independent variables.

Table 4. 13: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	120.887	5	24.177	215.25	.000 ^b
	Residual	30.215	269	.112	2	
	Total	151.102	274			

(Source: Own Survey, 2024)

- a. Dependent Variable: Employee's Commitment
- b. Predictors: (Constant), Conscientiousness, Performance evaluation, Training Practice, Agreeableness and Extraversion).

As per ANOVA results indicated on above table 4.13, there was a statistical significant correlation

between dependent and independent variable at 1% significant level due to the sig. value 0.000. This reveals that the explanatory variables; Training, performance evaluation, extraversion, agreeableness and Conscientiousness affects employee’s commitment. However, all HRM practices and personality dimension have no equal correlation with employee’s commitment because the outcome of multiple linear regression analysis stated that there is variation in the effect of predictor variables on a single dependent variable.

In terms of F-statistics(ratio) 215.252 at a significant level of 0.000($p < 0.0005$), which means there is a relationship between HRM practices & personality trait dimension and employee’s commitment in Ayat Real Estate. i.e. The overall regression model is a good fit of the data.

Table 4. 14: Coefficient of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.763	.160		-4.776	.000	-1.077	-.448
	TP	.495	.056	.433	8.920	.000	.386	.605
	PE	.058	.075	-.047	-.781	.000	-.045	.089
	EX	.239	.074	.195	3.257	.001	.095	.384
	AG	.048	.009	.219	5.570	.000	.031	.066
	CO	.264	.045	.250	5.823	.000	.175	.354

(Source: Own Survey, 2024)

- a. Dependent Variable: Employee’s Commitment
- b. Predictors: (Constant), Training Practice[TP], Performance evaluation[PE], Extraversion[EX], Agreeableness[AG] and Conscientiousness[CO]

By using the B coefficients for all significant predictors, we can create a prediction equation to Use for overall Employee’s commitment.

$$EC = -0.763 + 0.495*[TP] + 0.058*[PE] + 0.239*[EX] + 0.048[AG] + 0.264 *[CO] + e$$

According to table 4.14 the unstandardized coefficients for the five independent variables Training Practice, Performance evaluation, Extraversion, Agreeableness and conscientiousness are (0.495, 0.058, 0.239, 0.048,0.264) and their significance levels are .000, .000,0.000, .001, .000, .000 respectively which are all less than 0.05. This indicates a significant relationship between the

independent variables and the dependent one.

H1: Training practice has significant and positive effect on employee's commitment.

Based on table 4.14 shows that, with a p-value of 0.000 (5% level of significance) and a coefficient of 0.495. "Training Practices" has a significant and Positive impact on Employee's Commitment. This indicates that, all other independent variables being constant, a one-unit increase in "Training Practices" an approximate 0.495 increase in Employee's Commitment is anticipated. The P-value is 0.000 indicates that, the effect of "Training Practices" is statistically significant.

H2: Performance evaluation has significant and positive effect on employee's commitment.

Based on table 4.14 shows that, with a p-value of 0.000 (5% level of significance) and a coefficient of 0.058. "Performance Evaluation" has a significant and Positive impact on Employee's Commitment. This indicates that, all other independent variables being constant, a one-unit increase in "Performance Evaluation" leads to an approximate 0.058 increase in Employee's Commitment is anticipated. The P-value is 0.000 indicates that, the effect of "Performance Evaluation" is statistically significant.

H3: Extraversion has significant and positive effect on employee's commitment.

Based on table 4.14 shows that, with a p-value of 0.001 (5% level of significance) and a coefficient of 0.239. "Extraversion" has a significant and Positive impact on Employee's Commitment. This indicates that, all other independent variables being constant, a one-unit increase in "Extraversion" leads to an approximate 0.239 increase in Employee's Commitment is anticipated. P-value =0.001 indicates that, at a conventional level (typically, $p < 0.05$), the effect of "Extraversion" is statistically significant on Employee's Commitment.

H4: Agreeableness has significant and positive effect on employee's commitment.

Based on table 4.14 shows that, with a p-value of 0.000 (5% level of significance) and a coefficient of 0.048. "Agreeableness" has a significant and Positive impact on Employee's Commitment. This indicates that, all other independent variables being constant, a one-unit increase in "Agreeableness" leads to an approximate 0.048 increase in Employee's

Commitment is anticipated. The P-value is 0.000 indicates that, the effect of "Agreeableness" is statistically significant on Employee's Commitment.

H5: Consciousness has significant and positive effect on employee's commitment.

Based on table 4.14 shows that, with a p-value of 0.000 (5% level of significance) and a coefficient of 0.264. "Consciousness" has a significant and Positive impact on Employee's Commitment. This indicates that, all other independent variables being constant, a one-unit increase in " Consciousness " leads to an approximate 0.264 increase in Employee's Commitment is anticipated. The P-value is 0.000 indicates that, the effect of "Consciousness" is statistically significant on Employee's Commitment.

4.7. Discussion

This discussion elaborates on the findings of the study, which aimed to assess the impact of Personal traits and HRM practices on the Commitment of Employees in Ayat Real Estate company Addis Ababa, Ethiopia. It centers on the key results related to Training Practice, Performance Evaluation, Extraversion, Agreeableness and Consciousness and their correlation with the overall commitment of Employees in Ayat Real Estate Company.

In relation to the first specific goal, the study aimed to analyze the impact of Training Practices on the commitment of employees in Ayat Real Estate Company. The findings indicate that Training Practices had a positive and significant effect on the Commitment of Employees. This conclusion is also for any organization, consistent training has a vital role to enhance the knowledge and skill of the workers to adapt the dynamic changes of environment and globalization. An organization which provides effective training can improve individuals' team work, increase productivity and operational flexibility by extending the range of skills possessed by employee's; can attract high quality employee's by giving them learning and development opportunity. Therefore, training and development can play valuable role in achieving organizational goals and strategies in the impacts of Committed Employed (Manajemen & Ekonomi, 2014).

Regarding the second specific objective, which was analyzed the effects of Performance Evaluation

on the commitment of employees in Ayat Real Estate Company, it was determined that Performance Evaluation had a positive and significant effect on the Commitment of Employees. Therefore, effective performance appraisal is concerned with improving performance of the organization and to satisfy their needs and expectations of the organizations, stake holders, owners of the business management, boards, employee's, customers, suppliers and the community as whole (Tegene, 2008).

The third objective was to evaluate the effect of Extraversion on the commitment of Employees in Ayat Real Estate Company, it was determined that Extraversion had a positive and significant effect on the Commitment of Employees. Extravert employees have tendency to be communicative, positive and enthusiastic which means they can share their ideas freely (Goldberg, 1990).

The fourth specific objective, to assessment the effect of Agreeableness on the commitment of Employees in Ayat Real Estate Company. Agreeableness have a positive and statistically significant effect on employee's' commitment. Agreeable individuals are flexible, supportive, and open-minded; and they are capability to work willingly with other team members and also they can adjust themselves with their organizational environment (Sarwar, Hameed&Aftab, 2013).

Finally, the fifth objective ways to evaluate the effect of Conscientiousness on the commitment of Employees in Ayat Real Estate Company. Conscientiousness have a positive and statistically significant effect on employee's' commitment. As a result, they possess high self-control and the active process of planning, organizing and carrying out tasks, they purposeful, and they are manifested in achievement orientation or hardworking and persistent, responsible, careful and order line or well organized (Barrick& Mount, 1993).

Generally, human resource management practices and personality traits have significant relationship with perceived level of employee's' commitment in Ayat Real Estate.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

INTRODUCTION

This chapter mainly focused to present summary of the study, conclusions, recommendations and future research suggestion based on the objective of the study and basic research questions.

5.1 Summary

The aim of this research was to investigate factors that affect the commitment of employees in ayat real estate.

In this study, the researcher come-up with mixed approach and Descriptive and explanatory research design. The source of the data was both primary and secondary source. Instruments of data collection tools in this study are structured questionnaire (closed-ended questionnaire). The participants of the study were 169 branch office staff and 106 head office staffs. After the classification of the population by stratified random sampling the researcher used systematic random sampling.

The study variables were personality traits, HRM practices. The questionnaires in the study were developed based on the likert scale ranging from one to five and the reliability of variable tested by Cronbach alpha.

The findings of quantitative results were presented and analyzed by table to describe the demographic variables. Bivariate correlation and multiple regression models were used to investigate the relation and effect of independent variables (personality traits, HRM practices) and dependent variable (employee's' commitment).

A total of 296 questionnaires were distributed to the target population in the study area. Out of the total 296 questionnaires 275 (92.91%) of the questionnaire were obtained from the respondent with complete answered of each dimensions of the questionnaire. SPSS software version 26 was employed for the analysis.

Regarding to results on the demographic Statistics of respondents indicates that 61.5 %(169) of employees are work at branch staff office and 38.5%(106) of employees are work at head office. Among 275 respondents 147 (53.5 %) were males and 128(46.5%) were females. Beside this, age wise description indicates that 53.5 %(147) of respondents were between 21-30 years of age which indicates that large no. of employees are young. In terms of educational level, 71.6%(197) of the respondents were first degree holders. In the case of marital statuses 72%(198) of respondents were single and in respect to work experience 133(48.4%) employees were worked between 3-5 years and 63(59.3%) employees were contract personnel and 112(40.7%) employees were permanent personnel.

The result of descriptive statistics of HRM practices and personality trait indicates that Training Practices with scored average mean value of 3.85 and average standard deviation of 1.034 the respondents have signifying an agreement range, Performance evaluation with scored average mean value of 3.987 and average standard deviation of 1.006 the respondents have signifying an agreement range, Extraversion with scored average mean value of 3.943 and average standard deviation of 0.941 the respondents have signifying an accurate range, Agreeableness with scored average mean value of 4.038 and average standard deviation of 0.905 the respondents have signifying an accurate range and Conscientiousness with scored average mean value of 3.872 and average standard deviation of 1.082 the respondents have signifying an accurate range.

The result of Pearson's correlation coefficient indicates that Training Practices had very strong and positive relation ($r = 0.835$) with employee's commitment, Performance Evaluation($r=0.626$), Extraversion($r=.0.642$), Agreeableness ($r= 0.698$) and Consciousness ($r=0.758$) have strong and positive relation with employee's commitment. Moreover, all independent variables have positive correlation within themselves.

At the results of multiple regression, the model summary shows that R-square=0.800 and adjusted R-square value for the regression model is 0.796. This implies that 80 % of the dispersion in employee's' commitment is expressed by the five independent variables jointly. From ANOVA in terms of F-statistics(ratio) (215.252) with p-value of 0.000 indicates that overall the model is good to fit. Furthermore, Training practice with coefficient value of 0.495 is positively and significantly affect employee's' commitment. Of 100% improvement in training and development program of Ayat Real Estate leads to 49.5% change in employee's' commitment, Performance Evaluation has a significant and Positive impact on Employee's Commitment with a coefficient of 0.058 and a p-value of 0.000 (5% level of significance), Extraversion and consciousness with 0.239 and 0.264 coefficients implies that a 100% change stands for 23.9% and 26.4% of employee's 'commitment respectively. Agreeableness with the lowest coefficient of 0.048 implies that out of 100% change in agreeableness only 4.8% cover for employee's commitment.

5.2 Conclusions

The study was conducted to assess and examine the impacts of human resource practice on employee's' commitment in Ayat Real Estate in Addis Ababa.

Based on the finding it concluded Training Practice has a positive and significant effect on the Commitment of Employees. Therefore, an organization which provides effective training programs to enhance the knowledge and skill of the workers, can improve individuals to team work, increase productivity and achieving organizational goals and strategies.

The second specific objective, Performance Evaluation has a positive and significant effect on the Commitment of Employees. It concluded that Effective performance appraisal is concerned with improving performance of the organization and to satisfy their needs and expectations of the organizations.

The third specific objective, Extraversion had a positive and significant effect on the Commitment of Employees. It concluded that extravert employees have tendency to be communicative, positive and easily interacting frankly.

The fourth and fifth variables, Agreeableness and consciousness have a positive and statistically significant effect on employee's' commitment.

Generally, from this study concluded that human resource practices and personality traits had positive and significant impact with the Commitments of Employee's in Ayat Real estate.

5.3 Recommendations

It is possible to recommend that Ayat Real Estate should give more attention to implement training program, and performance evaluation because these HRM practices currently aggravate the satisfaction, turnover, absenteeism and withdrawal in the study area. Also it can possible to suggest that, the Real Estate management needs allocate sufficient budge to offer the necessary training, to improve the skills and knowledge of workers and to improve the quality of customer service. In addition to this, the boards of the company should to take step for redefining HRM policies and strategies regarding- training, and performance evaluation and others to create conducive environment for employee's. Besides to this, the company needs to give feedback to their employee's.

The instability of the professional staffs and employee dissatisfaction were the result of personality characteristics because there is positive relationship between personality and employee's' commitment. So the Real Estate is better to coach the characteristics of employee's like imaginative nature, creativeness, sociability, fearfulness, anxiety, and talkative, optimistic, fun, loving, and affectionate nature of the employee's. Not only that, the HRM departments also needs to identify the characteristics of employees at individual and group level for the aim of promotion, upgrading and education opportunity.

In the fact that, HRM was the contributing factor which affecting employee's' commitment and it recommend that needs sufficient budget to train employee. Therefore, the company management should take action on HRM practice implementation strategic review.

In the study personality shown the major factor which influencing the employee's commitment. Thus, it was recommending that personality was the major causes for dissatisfaction of employee's, professional turn over, withdrawal and reduced customer service. To overcome these problem, the

HRM experts should understand, coach, handle and identify both high and low score of personality characteristics of employee's in job design to retain valuable human asset.

Generally, human resource management and personality have significant effect on employee's' commitment which is a signal for Ayat Real Estate to modernize and share other countries as well as institutions experience to delight its employee's and to become world class Real Estate Sector.

5.4 Suggestions for future research

The results of this study as a whole can provide guidance and recommendations for further investigation and academic research aimed at providing answers for the community. Consequently, the following recommendations have been presented to academicians.

Foremost, the study was only alerted on HRM practices of training and performance evaluation but the other dimensions like compensation, selection and recruitment, promotion, job design were not included. Thus, the future research is better to include these dimensions more to understand the perception of employee's regarding HRM practices.

Secondly, the researcher observed employee behavior at a sizable sample of the target population using descriptive and explanatory research techniques. As a result, it is difficult to draw conclusions about the employees' overall behaviors. Therefore, it would be preferable for future research to use a longitudinal research design, which is crucial for understanding employees' perceptions by obtaining data at various points in time and drawing insightful conclusions.

Third, the researcher investigated the mean difference and variation towards factor that affect the commitments of employee's. Hence, the future research can investigate the effects of demographic variables on employee's' commitment.

Finally, this research is limited to measure the specific types of employee's' commitment, better to identify or develop the three types of commitment by Allen Meyer (1990). Therefore, the future research can use specific types of the Allen Meyer commitment measurement normative, affective and continuance model of commitment together to identify the relationship of each model with HRM practices, personality traits and demographic factors.

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APPENDIX



ST. MARYS' UNIVERSITY SCHOOL OF GRADUATING STUDIES

Survey Questionnaire

Dear Respondent

My name is Shiferaw Workineh, a graduating class of St. Mary's University. I am conducting my research entitled "determinants of employee commitment: a case study of ayat real estates" for partial fulfillment of MA in Marketing Management. This study is done to investigate the effect of personal traits and HRM practices tools application on employee's commitment and to what extent it affects the overall employee commitment. Please be honest in filling out this questionnaire, as the results of this study can be used as a basis for further study. Your confidentiality will be protected, and any information collected in this study will be granted with full confidentiality.

Please don't hesitate to contact me if you have any doubts, comments, or suggestions regarding the content and the subject matter as well.

My contact is:

Name- Shiferaw Workineh

Mobile- +251946976904

Email- abniastu@gmail.com

Thank you for your cooperation!!!!

SECTION ONE: General Characteristics of the Respondents (Please tick (√) your appropriate category)

1. Employment category

Head Office staff Branch staff

2. Gender

Male Female

3. Age

21-30 yrs. 31-40yrs 41-50yrs above 50 yrs.

4. Marital Status

Unmarried Married Divorced

5. Terms of service

Permanent Contract

6. Education level

Diploma Degree Masters

7. Year of service

0-2 yrs. 3-5 yrs 6-8 yrs. above 8 years

SECTION TWO. Employee's" commitment

Instructions: Please respond to the following statements by putting “√” in the block that most accurately represents your opinion concerning your experience at work in view of human capital and organizational commitment using the following 5-scale Likert scales.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

	Employee's' commitment	1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organization.					
2	I enjoy discussing about my organization with people outside it.					
3	I really feel as if this organization's problems are my own.					
4	I think that I could easily become as attached to this organization as another one.					
5	I do feel like “part of the family” at my organization.					
6	I do feel “emotionally attached” to this organization.					
7	This organization has a great deal of personal meaning for me.					

SECTION THREE. HRM PRACTICE DIMENTION

Instructions: Kindly indicate the extent to which you agree with the following statements as regards the human Resource Management practices in the Ayat real estate by ticking (√) using the following 5-scale Likert scales.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

	Training practices	1	2	3	4	5
1	Training and development opportunities are available					
2	Ayat real estate has good training and development programs.					
3	Our company makes a need assessment in designing and development of training programs.					
4	My organization has active programs to upgrade employee's' skills.					
5	High priority is given to providing appropriate training.					
6	Our real estate Assessing the available aids for internal and external training and development					
7	Trainers who deliver the required training are competent enough.					
8	The training delivery method that the organization uses is convenient to get the necessary knowledge and skills.					
	Performance evaluation practices					
1	Our company Sets performance goals and objectives.					
2	Our company has good performance appraisal systems.					
3	Our company Assess where the employees are assigned.					
4	The real estate Evaluates what is expected from each employee.					
5	Our company takes immediate action when employee's' lack capacity.					
6	Our company has Short and long term evaluation.					
7	Our company gives acknowledgement for good performances.					

**SECTION FOUR. PERSONALITY TRAITS EFFECT ON EMPLOYEE'S
COMMITMENT**

Instruction: Please use this list of common personality traits to describe yourself as accurately as possible. Describe yourself as you see yourself at the present time, not as you wish to be in the future. Describe yourself as you are generally or typically, as compared to other persons by putting “√” in the block that most accurately represents you.

		Very Inaccurate	Inaccurate	Neither Accurate nor Inaccurate	Accurate	Very Accurate
	Extraversion					
1	I always sociable my members & friends with team					
2	I am Interacting with frankly in our company every one					
3	Often I able to do things confidently and work hard					
4	Usually I am trying to display energy to achieve the goal of organization					
5	I don't mind being the centre of attention.					

6	I feel comfortable condition for around my staffs.					
	Agreeableness					
1	I can tolerate my friend, groups and the management if they made a mistake or disagree on some issue with me.					
2	Most of the time I give my own time and benefits for my current organization					
3	Always I am happy to help others					
4	I am ready to resolve problems if it occurred in my organization					
5	Make people feel at ease.					
6	I have a soft heart.					
	Conscientiousness					
1	Mostly I act as dutifully in the organization					
2	I am very careful & giving serious attention					

	for the present & future plan of the organization					
3	Usually I try to accomplish my tasks according to the schedule of the organization.					
4	I am eager to take responsibility for the task that assigned to me.					
5	I am exacting in my work.					
6	I pay attention to details in my organization.					