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Organizational factors affecting the commitment of sewing machine operators case study from Courtaulds clothing Lanka Pvt. Ltd

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Abstract

The Employee commitment is recently being discussed in world context. The literature on organizational factors affecting the commitment of sewing machine operators recently focuses on the Asian market and as a result it is being spread in the Sri Lankan context. Though employee commitment in Sri Lankan apparel is observed in the literature, organizational factors affecting for the commitment is not yet clearly understood. Sri Lankan apparel sector plays a huge role in country economy. As a trend employee are more conscious about jobs and willingly take steps to contribute to the national economy. Present research measured the impact of factors, flex-time job, job autonomy, peer support, superior support, workload identified from literature and their influence onto the commitment of sewing machine operators. The research aimed to solve the issue of what are the organizational factors affecting commitment of sewing machine operators? Research was carried out by using quantitative method and a questionnaire was distributed among machine operators who working at Courtaulds clothing Lanka Pvt. Ltd. responses were taken as the sample for the study. Correlation analysis, regression and hypothesis testing was implemented to understand the impact between the independent factors and commitment. Researcher found that commitment is dependent on. Flex-time job, job autonomy, peer support, superior support, workload According to research findings, these organizational factors significantly impact the machine operators.

Keywords: Commitment, flex-job time, job autonomy, peer support, superior support, workload

1. Introduction

1.1. Background of the Study

Sri Lanka's apparel export industry is considered to be the most significant and dynamic contributor to Sri Lanka's economy, as indicated on the Export Development Bank website. Fernando (2015) ^[12] stated that Sri Lanka has a long history in the apparel industry, and was supposed to achieve rapid development with the open economic policies implemented by the Sri Lankan government after 1977. Consequently, Allen and Meyer, (1990) ^[4] have recognized the three-component model of organizational commitment as the most widely accepted model for studying the phenomenon, and has been used in much employees' commitment-related research. Finally, all components exist simultaneously. Every organization must embed core values in its employees which help employees grow in loyalty and satisfaction towards the organization. So, in order to fill this research gap, the objective of the present research is to empirically investigate whether these same organizational factors (superior support, peer support, flexi-time, workload, and job autonomy), proposed by past research as the factors affecting the commitment of employees, are valid in the Sri Lankan context as well.

1.2. Statement of the Problem

With reference to Hiltrop and Despres (1994, cited in Agarwala 2003) ^[1], this study proposes that there is a positive impact of human resources on organizational commitment, while presenting organizational commitment as one of the criteria of performance in human resource practices. Organizations today have taken some initiatives to promote organizational commitment such as flexible work arrangements, childcare facilities, time off policies, elders' care, healthcare, information and counseling. Nguyen (2014, cited in Igella 2014) ^[16] points out that staff's organizational commitment has an effect on workforce stability and serves to increase the performance of the organization by providing better

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customer service. In addition, he stated that the commitment of machine operators and several staff level employees shows a downward trend, which will have an adverse effect on the success and the image of the company in the future. Moreover, the inability to retain employees has also been a major issue to the company as most of these sewing machine operators have only short-term expectations such as collecting money for their weddings, for their studies, and to pay their loans, and hence do not have long term plans to stay in the company and continue their careers there. The following Table shows the recruitment schedule of machine operators in the Courtaulds Clothing (Pvt) Ltd (Kalagedihena) from 2015 to 2019 and the number of employees remaining by 2019.

Moreover, when considering the service period of those sewing machine operators in Courtaulds Clothing, it is also evident that most of these employees are not very committed to their company as most of them have a short service period while only 15% and 2% of them have a service period of 7 years- 10 years and above 10 years, respectively.

Also, it is mentioned that the absenteeism rate of Sewing Machine Operators is very high. Therefore, it is a salient fact that there is an issue regarding the decreasing levels of commitment of Sewing Machine Operators in COURTAULDS Clothing (Pvt) Ltd, due to various personal as well as organizational reasons.

1.3. Main research question

What are the organizational factors which affect the commitment of Sewing Machine Operators?

1.4. Objectives

1.4.1. Main objective

The main objective of the study is, to identify the organizational factors which affect the commitment of Sewing Machine Operators.

1.4.2. Specific objective

- To identify the determinants of commitment of Sewing Machine Operators who work in the garment industry in Sri Lanka.
- To find the association between the identified determinants and the commitment of Sewing Machine Operators who work in the garment industry in Sri Lanka.
- To recommend human resource practices intended to enhance the commitment of Sewing Machine Operators who work in the garment industry in Sri Lanka.

1.5. Significance of the Study

According to Gray (1989, p.802) ^[14], Organizational commitment among sewing machine operators is significant for both practical and theoretical reasons. The current researcher's research study is based on Sewing Machine Operators in COURTAULDS Clothing (Pvt) Ltd, Kalagedihena. Compared to those in the West, the number of studies conducted in the South Asian Region on this topic is relatively small. Thus, this knowledge gap can be filled by this research. This proposed research area is an emerging concern for most modern organizations that are attempting to examine the significance of employee commitment as a predictor of organizational success.

2.1. Literature Review

The purpose of this research is to identify the Organizational Factors Affecting the Commitment of Sewing Machine Operators at Courtaulds Clothing (Pvt) Limited. The concept of commitment has received considerable scholarly attention over the past few decades. Among such factors, organizational factors have been widely accepted by many researchers as valid predictors and determinants of commitment. The three-component model consists of affective commitment, continuance commitment and normative commitment. This chapter elaborates on the organizational factors dealt with in the previous literature in the field of employee commitment; supervisor support, peer support, workload, flexi-time and job autonomy and their relationships with the commitment of employees. Hence, the last part of this chapter presents the theoretical foundation for the research hypotheses and the conceptual framework. The purpose of this research is to identify the Organizational Factors Affecting the Commitment of Sewing Machine Operators at Courtaulds Clothing (Pvt) Limited. The concept of commitment has received considerable scholarly attention over the past few decades. Among such factors, organizational factors have been widely accepted by many researchers as valid predictors and determinants of commitment. The three-component model consists of affective commitment, continuance commitment and normative commitment.

2.2. The three-component model of organizational commitment

According to Meyer and Allen (1997), there are basically three types of employee commitment termed: Affective Commitment, Continuance Commitment and Normative Commitment. Some studies conducted by Mathieu and Zajac (1990); and Meyer *et al.*, (2002), cited in Ozag (2006) ^[24] have reported significant relationships between all the above-mentioned components and both desirable and undesirable behavioral outcomes regarding attendance, productivity, and employee well-being.

2.2.1. Affective Commitment

The very first type of employee commitment listed is Affective Commitment. The meaning of affective commitment is the employee's identification, involvement and sentimental attachment to their organization. In other words, it indicates the psychological attachment of employees to their organization, their loyalty, affection, warmth, belongingness, fondness, happiness and pleasure which leads to higher retention and job performance (Jaros *et al.*, 1993) ^[17]. According to the study of Cropanzano and Mitchell (2005) ^[8], the basics of Affective Commitment is grounded on the Social Exchange Theory (SET). This is the force behind the workplace behavior and the relationships that employees have with their respective organizations. The significance of this social exchange between an employer and employee is identified as their mutual emotional attachment (Shore *et al.*, 2006) ^[31]. Meyer *et al.* (2002) and Harrison and Hubbard (1998), cited in Sharma and Dhar (2016) ^[30], studied the important elements influencing affective commitment and classified them into personal characteristics, work experiences and organizational factors.

2.2.2. Continuance commitment

The second type of employee commitment is Continuance

Commitment which describes the commitment that depends on the perceived economic and social cost of leaving the organization by an employee (Meyer and Allen, 1997). However, psychological aspects linked to such decisions are not considered here. According to Wiener (1982), as cited in Ozag (2006) ^[24], this second group of employees does not show any emotional attachment to their organization. However, employees who are categorized under continuance commitment are contributing to their organizations in an effective and efficient manner. Their work productivity is high as a result of the favorable cultural, familial, and organizational ethics that direct their behavior.

2.2.3. Normative commitment

The third component organizational commitment is Normative Commitment. This portrays the obligation to remain with the organization or rather employees' emotions and feelings of pressure to remain with the organization (Meyer and Allen, 1991). The employee who has high normative commitment engages in his or her job with a belief in the "right" and "moral" ways to perform for his or her organization (Meyer and Allen, 1991).

Ozag (2006) ^[24] states that the third group of employees remains in the organization not because they are loyal or have innate beliefs that they must remain, but because they do not have any other alternative place to work. On the other hand, some employees cannot leave the organization as they have invested too much in the organization. According to Meyer and Allen (1991), as cited in Ozag (2006) ^[24], these investments are their tenure, retirement, status, and certain benefits.

2.3. Factors Affecting Commitment

Supporting the above findings, Vasanth and Xu (2018) ^[34] found that there are general issues concerning the factors affecting employee commitment. It was found that the work environment greatly influenced employees' commitment to the organization, revealing a strong relationship with commitment. There was a strong relationship, however, between the type of motivation method used and employees' commitment. Correlation analysis of Training and Development revealed that there was no relationship between training and development and employees' commitment. The research of Sangperm (2017) ^[28], identifies a few key factors affecting the organizational commitment of employees of an autonomous university. According to Khaliq, there are many factors that affect the organizational commitment of employees, specifically that of bank officers. 388, the third hypothesis proposes that the higher the support in family matters, the higher will be the organizational commitment), Favorable job conditions and Career development (an increase of 1% in growth opportunities enhances organizational commitment to 60%) have positive relationships with commitment.

2.3.1. The Impact of Superior Support on Commitment

Andrews and Bucklew (2008), the definition given for supervisor support is 'the degree to which employees form impressions that their superiors care about their well-being, value their contributions, and are generally supportive'. This study was conducted using employees of Taiwanese companies, As per the results of this critical study conducted by Cheng *et al.* (2003), supervisory commitment

had a significant effect on organizational commitment, supervisor rating job performance, and employee self-rating job performance. However, the ultimate findings of Babalola, Gbadegesin and Patience (2014) ^[6] indicated that even though there is a relationship, it is a weak, positive one as the superior-subordinate relationship explains only 5% of the employee's commitment towards the core beliefs of the organization. The results of the study indicated that even though perceived organizational support has a positive relationship with turnover, the effects are independent.

2.3.2. The Impact of Peer Support on Commitment

As per the study of McEnhill, Steadman and Bajorek (2016) ^[18], peer support is the process where people have identical experiences which support each other in an emotional and a practical manner. According to La Rocco *et al.* (1980), peer support is one aspect of social support. As per the above fact, the employees with emotional bonds with their co-workers have higher organizational commitment. (Wang 2008) ^[35]. Ganster *et al.* 1986) ^[13], found that social support is a significant factor that enhances organizational effectiveness as it creates a positive relationship between employees' job satisfaction and their organizational commitment. A study (Bashir and Long, 2015) ^[7] was conducted in order to identify the relationship between employee training and the organizational commitment of employees. To that end, researchers selected a sample from the academic staff in a public university in Malaysia. In this study, the researchers (Bashir and Long, 2015) ^[7] found that co-worker support (peer support) had a significant and positive relationship with affective commitment and normative commitment Noe and Wilk (1993) ^[22], perceived that co-worker support for training had a positive impact on organizational commitment.

2.3.3. The Impact of Workload on Commitment

The study.com website (2016) has provided a clear-cut justification of flexi-time. Further, the website explains that flexi-time is a work schedule that requests employees to report to work according to predetermined working hours. Another definition for flexi-time has been given by the Oxford Advanced Learner's Dictionary (2010) ^[23]. The core time bands are from 10.00 am to noon and 2.00 pm to 4.00 pm. It is possible to introduce numerous, effective flexible work arrangements in Asia such as flexitime, telecommuting, parttime, extended leave, and work from home. The result of the study conducted by Ahmad, Fakhr and Ahmed (2011) ^[2] indicates that flexi-time leads to a reduction in conflicts (work-life conflicts) that increases commitment.

2.3.4. The Impact of Job Autonomy on Commitment

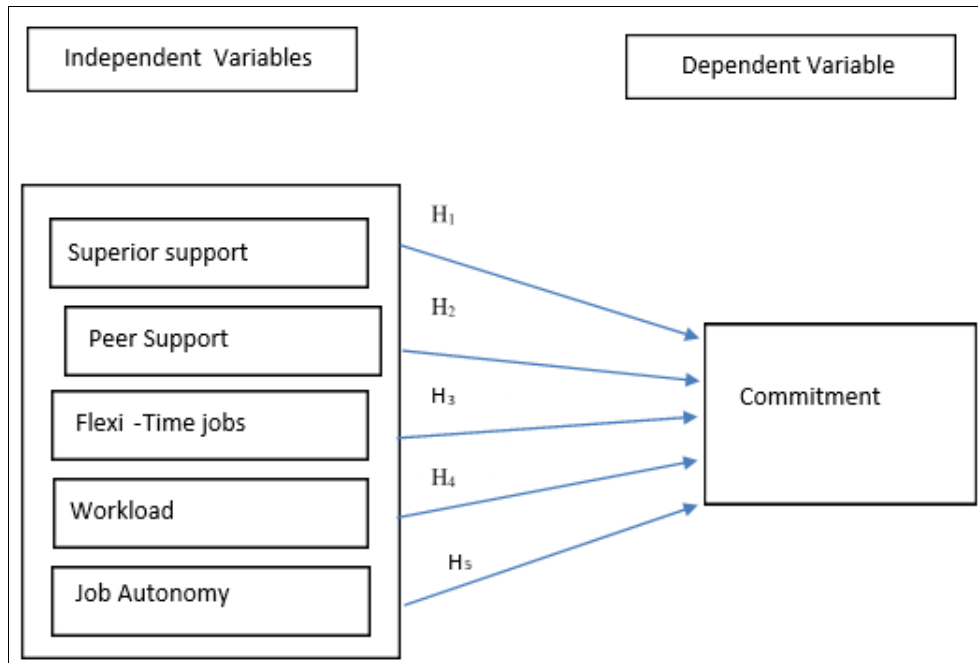
According to the research team, Job autonomy is considered as the substantial amount of liberty offered by a job. Robertson (2016) ^[27], pointed out that autonomy positively influences the job satisfaction of employees, increases motivation and happiness and leads to a reduction in the turnover of employees. The definition given in the Business Dictionary (2016) ^[23], is that job autonomy is the freedom and freedom of choice given to a worker to play his or her job role. Naqvi *et al.* (2013) ^[20] conducted a study to identify the impact of job autonomy on organizational commitment. According to the findings of Naqvi *et al.*, there is a positive relationship between job autonomy and organizational commitment. According to the findings, there is a positive

and a highly significant relationship between job autonomy and organizational commitment. Similarly, according to the study of Ahuja *et al.* (2002) [3], there is an indirect relationship between job autonomy and organizational commitment. Bakker, Veldhoven and Xanthopoulos (2010) [5], identified that there is a significant and positive relationship between job autonomy and commitment while job autonomy presents a positive relationship towards the commitment together with workload. The researchers, who considered nurses in a hospital in the Italian Public

Healthcare sector, found a positive and highly significant relationship between job autonomy and affective commitment among nurses. As identified by the researchers of the present study, most past researchers have identified that there is a relationship between the variable, job autonomy and commitment.

3.1. Methodology

3.2. Conceptual Framework – (Survey Data)



3.3. Hypothesis Development

The hypotheses were developed according to the past literature which was extensively reviewed by the researcher and the hypotheses so derived would be tested to achieve the objectives of the study. The hypotheses were developed to prove the relationships between the independent variables (superior and peer support, flexi-time jobs, workload and job autonomy) and the dependent variable (commitment of employees).

- H1 - There is an association between superior support and the commitment of employees.
- H2 - There is an association between peer support and the commitment of employees.
- H3 - There is an association between flexi-time jobs and the commitment of employees. Workload
- H4 - There is an association between workload and the commitment of employees. Job Autonomy
- H5 – There is an association between job autonomy and the commitment of employees.

3.4. Research Design: Even though there are three commonly used research methods (qualitative, quantitative, or mixed methods) mentioned in Creswell (2019), the researcher has chosen the quantitative method to conduct the study. Thus, the researcher begins the study with the problem identified. In the current study, the researcher is a positivist as this is a quantitative study. This method is similar to the present study as the researcher intends to conduct the research considering a sample and finally move on to approving the findings. This research is used to figure out the impact of certain changes on prevailing, standard strategies. The most common method to conduct these types of studies is through leading examinations. The deductive approach is a moving from theory to data'. The researcher intends to us this approach for the present study as it is a quantitative research that uses the theory of 'commitment' which falls under Human Resource Management.

3.5. Conceptualization and Operationalization

Table 1: Conceptualization and Operationalization Table

Variable Dimensions	Dimensions	Measurement Scale	Source
Superior Support	1. My supervisor values my contribution to organization's wellbeing.	5 Point Likert scale	Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., and Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived rganizational support and employee retention. <i>Journal of Applied Psychology</i> , 87(3), pp. 565–573.
	2. Help is available from the supervisor when I have a problem.		
	3. My supervisor really cares about my wellbeing.		
	4. My supervisors are proud that I am a part of this organization.		
	5. The supervisor takes pride in my accomplishments at work		

Peer Support	6. In the workplace, employees treat their co-workers as their own brothers and sisters and have concern for each other very much in the private domain.	Wang, Y. (2008). Emotional bonds with supervisor and coworkers: Relationship to organizational commitment in China's foreign-invested companies. <i>The International Journal of Human Resource Management</i> , 19(5), 916–931.	
	7. A strong emotional tie is there among members when conducting work.		
	8. Supportive relationships among coworkers may prompt employees to share knowledge.		
Job Flex time	9. Flexi-time at job will have a positive impact in reducing my burden of being in two roles at a time.		Devko, M. and Šeršnova, J. (n.d.). Does Flexibility Matter? Evidence from Professional Service Industry Firms in Latvia. [online]
	10. I like to have a job which has flexible working hours than the standard working hours of the company		
	11. I perceive that the company offers using flexible work arrangements.		
Work Load	12. I have to work in a bearable speed.		Doargajudhur, M. S., and Dell, P. (2018). Impact of BYOD on organizational commitment: an empirical investigation. <i>Information Technology and People</i> .
	13. I have a manageable workload to handle.		
	14. My workload is low.		
Job Autonomy	15. My job gives me opportunity for independence and freedom in how I work.		
	16. My job gives me a chance to use my personal initiative and judgment in carrying out my work.		
	17. My job permits me to decide on my own how to go about doing my work.		

3.6. Population and Sample and Data Collection

The population refers to the entire group of people, events or things of interest that the researcher wishes to investigate. Sampling is the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties would make it possible for us to generalize such properties to the population elements. Of this total population, the researcher selected a sample of 120 Sewing Machine Operators with which to conduct the research, including 60 male workers and 60 female workers. The sample is drawn from all the male and female sewing machine operators of the organization. Primary data refers to information obtained first-hand by the researcher on the variables of interest for the specific study purpose. The methodology of the study is based on the primary data. In order to conduct the study, primary data can be used to measure both independent and dependent variables. Internal Secondary data will be collected from the website of the company.

4.1. Data Analysis and Discussion

Response rate was 83.3%. “IBM SPSS Statistics 21” software version was used by the researcher to generate the analysis outcome. Age distribution of the collected data shows that the majority of sewing machine operators are in the age categories of 20 to 40 years and this group represents approximately 79. Sewing machine operators in the age category below 20 years are approximately 10% of the sample and sewing machine operators who are above 40 years represent 10. According to the internal evidence of the company, the employees who are in the age range above 40 are mostly newcomers who lack experience. The young sewing machine operators have an opportunity to climb up the career ladder in the organization; thus, they move to the next position in the hierarchy after 5 years, depending on their performance. In this research, 120 sewing machine operators have been considered as the sample, and the sample consists of both married and unmarried employees. 17% of the entire sample of SMOs have worked in the company for more than 7 years. According to the analysis, none of the sewing machine operators have worked less than 40 hours per week. According to the HR officers, the above

sample of sewing machine operators are not engaged in overtime work due to health and other personal reasons.

4.2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.854
Bartlett's Test of Sphericity	Approx. Chi-Square	449.453
	Df	10
	Sig.	.000

Kaiser-Meyer-Olkin measure is reported as 0.854. Therefore, it is possible to conclude that the sample adequacy is excellent.

4.3. Reliability: Cronbach's Alpha reliability analysis

Variable	Cronbach's Alpha	N of Items
Superior Support	.823	5
Peer Support	.735	3
Flexi-time Jobs	.752	3
Workload	.831	3
Job Autonomy	.821	3

Sekaran (2003, p. 311) [29] mentions that reliability coefficients between 0.70 and 0.80 are acceptable.

4.4. Descriptive Statistics

The overall mean value derived for superior support is 1.822. The overall mean value derived for Peer Support is 4.493. The overall mean value derived for Flexi-time Jobs is 4.306. The overall mean value derived for Workload is 2.86. The overall mean value derived for Job Autonomy is 4.6567, peer support has scored the highest mean value of 4.493 which is immediately followed by flexi-time jobs which scored a mean value of 4.3067. Thus, it is apparent that sewing machine operators have scored highest on peer support and flexi-time jobs than on the other three variables. On the other hand, superior support scored the lowest mean of 1.822, indicating that the sample scored lowest on that particular variable.

4.5. Regression Analysis

Model	R	R Squared	Adjusted R Squared	Std. Error Estimate of the	Durbin-Watson
1	.943 ^a	.901	.910	.20363	2.152

R Value is .943a which is a high value and therefore, significant. The R2 value is 0.910. Normally, the R2 value indicates how much of the total variation of the dependent variable can be explained by the independent variable. The result implies that 91.% of the variation in the dependent variable (Commitment) is explained by the independent variables Superior Support, Peer Support, Flexi-time Jobs, Workload and Job Autonomy. ANOVA table indicate P value 0.000 which is less than 0.01 shows the model is significant.

The formula used to calculate the coefficient

$$y = B0 + B1x1 + B2x2 \dots \dots \dots Bnxn$$

- y Dependent Variable
- B0 Constant Value
- Bx Variables' Coefficient Values
- xn Independent Variable

$$\text{Commitment Coefficient} = \text{Constant} + \beta \text{ Superior Support} + \beta \text{ Peer Support} + \beta \text{ Flexi-time Jobs} + \beta \text{ Workload} + \beta \text{ Job Autonomy}$$

$$\text{Commitment Coefficient} = 0.912 + 0.164 + 0.361 + 0.458 + 0.321 - 0.067$$

$$\text{Commitment Coefficient} = 1.717$$

Calculation $y = B0 + B1x1 + B2x2 \dots \dots \dots Bnxn$
 According to the testing of hypotheses, the Beta coefficient value of superior support has a positive value (0.164), and therefore there is a positive relationship between Superior Support and Commitment. According to Eisenberger *et al.* (2002) [11], as cited in Dawley, Andrews, and Bucklew (2008), the role of a supervisor is defined as the degree to which a superior care about the well-being of his or her subordinates, values their contribution and the level of support given to subordinates to manage their emotions. Since the researcher concluded that there is a significant, positive relationship between Superior Support and Commitment of Sewing Machine Operators, this result can also be compared with comparable types of research conducted by prior researchers. The result of the current research is consistent with the study conducted by Ahmad, Fakhr, and Ahmed (2011) [2]. With regard to the sample, it was discovered that there is a negative correlation between supervisor support and work-life conflict. As per the study conducted by Dawley, Andrews and Bucklew (2008), the final results of the analysis concluded that mentoring, supervisor support and perceived organizational support act as significant predictors of affective commitment. The results indicated that the beta coefficient of the factors under supervisor support is significant. Thus, the results of the current study related to superior support are consistent with the results of the study conducted by Dawley, Andrews and Bucklew. According to the testing of hypotheses, the Beta coefficient value derived under Peer Support has a positive value (0.361), and therefore, there is a positive relationship between Peer Support and Commitment. Since the researcher concluded that there is a significant, positive relationship between Peer Support and Commitment of Sewing Machine Operators, this result can also be compared with similar types of research that have been conducted previously. According to Ganster *et al.* (1986) [13], social support is a significant factor that enhances organizational effectiveness as it results in a positive relationship between

employees' job satisfaction and organizational commitment. The researchers found that co-worker support has a significant and positive relationship with affective commitment and normative commitment (0.458). Further, their results indicate that co-worker support for training would be the best predictor of affective commitment. According to Noe and Wilk (1993) [22], perceived co-worker support for training has a positive impact on organizational commitment. It is one method by which to increase work flexibility in and the attractiveness of a workplace, which ultimately enhances the commitment of employees. In the current study, according to the testing of hypotheses, the Beta coefficient value derived under Flexi-time jobs has a positive value and therefore, there is a positive relationship between Flexi-time jobs and commitment. Moreover, Ahmad, Fakhr and Ahmed (2011) [2], found that the correlation between flexi-time and work-life conflict is negative. Further, the researchers have identified a positive relationship between flexi-time jobs and commitment. According to the testing of hypotheses, the Beta coefficient value derived under Workload has a negative value of -0.067 and thereby there is a negative relationship between Workload and commitment. Further, the significance value under Workload is 0.321. Hence, this indicates that Workload is a statistically valid predictor or an influencing factor of Commitment. Usually, workload is the amount of work that is allocated to an employee to perform. (Qureshi *et al.*, 2013) [13]. Further, according to Merriam Webster (2016) [19], workload is defined as the allocated amount of work that is being anticipated to complete on time. However, when the workload is very high and borders on excessive, employees become frustrated and try to shirk tasks. Accordingly, in the current study, when the Workload is was excessive and even unbearable for sewing machine operators, it was found that the commitment of sewing machine operators decreased. According to the testing of hypothesis, the Beta coefficient value derived for Job Autonomy is a positive value (0.321) and thereby there is a positive relationship between Job Autonomy and Commitment. Further, the significance value under Job Autonomy is 0.000. Hence, Job Autonomy is a statistically valid predictor or influencing factor of Commitment. According Naqvi *et al.* (2013) [20], Job autonomy is interpreted as the freedom given to employees to perform their jobs with the purpose of enhancing efficiency and motivation among workers. As per the results, it is obvious that when Courtaulds Clothing provides more freedom for their sewing machine operators, the latter become more committed to their work. As per the statistics, the researcher concluded that there is a significant, positive relationship between Job Autonomy and Commitment of Sewing Machine Operators. Accordingly, this result can be compared with similar types of research that have been conducted previously. One of the research studies conducted by Sisodia and Das (2013) [32] found that job autonomy has a significant correlation with commitment. This result is identical with the result derived from the sample from Courtaulds Clothing.

5.1. Conclusion

The discussion below describes the research question, the

main research objective, the specific objectives and the respective results related to each. As per the study, the main research question looks into the organizational factors that affect the commitment of Sewing Machine Operators at Courtaulds Clothing Private Limited. The main objective of this research study is to identify the organizational factors which affect the commitment of Sewing Machine Operators. The main research objective was accomplished by the researcher after conducting the regression analysis which revealed the relevant organizational factors. Therefore, it can be concluded that the main research objective has been accomplished after conducting the above analysis.

5.2. Recommendations

In this study, the researcher has selected Sewing Machine Operators as the employee cadre to be studied specifically in the apparel industry. Further, the researcher has made an effort to fill the gap in the body of knowledge on Organizational Commitment in the Sri Lankan Context. However, this study is an addition to the number of quantitative research studies done in this area in Sri Lanka. This research intended to add to the number of quantitative research studies done on organizational commitment as many existing research studies Employees should know up front to whom they should report, what kinds of decisions they are allowed to make, and what is expected from them each day. Most employees leave a company because of a poor relationship with their boss, and not because of the company per se. When employees feel there is a career plan for them, they will be more likely to stay with a company. Regular performance reviews should be a part of the plan to provide feedback to employees and to reinforce their career goals. It is the duty of HR personnel to make sure that formal and consistent orientation programs for all new employees have been formed. Thus, it is a duty of the organization to make an effort to keep them informed of any changes being made and to let them hear it from their managers first, which will create a sense of loyalty and trust. As Superior and Peer support has shown a positive relationship with commitment, it would be better if the company can ensure better peer and superior support or better employer-employee relationships within the company in order to enhance the satisfaction as well as the commitment of machine operators. An excessive workload would be making employees stressed and demotivated, which would then lead to a decrease in their commitment towards their work and the company. To make employees feel that they are not just employees of the company but a part of the company, the above-mentioned types of changes need to be made. Top management Courtaulds Clothing should pay particular attention to the results of this study since these results will help them achieve organization objectives through satisfied and committed employees have followed the qualitative approach. In this study, the researcher selected internal organizational factors to work on.

Since this research is a quantitative study, the researcher faced issues in generalizability. Even though the population was large, inability to select a larger sample is one major limitation of the study. This limits the ability to develop the research to a greater extent. The limited knowledge and experience of the researcher can also be pointed out as a limitation of the study. Therefore, it was not possible to measure all the subjective thoughts and feelings of the

respondents. This further limits the ability to obtain a rich and detailed result. This is another limitation of the study.

Examining the unexplained variation can be considered as an area of future research. Through this, researchers will obtain an opportunity to increase the sample size. Future researchers can develop the current study by adding a few open-ended questions. Mixed methods can also be used to measure the subjective feelings, thoughts and emotions of respondents.

Since the result of Superior Support is significant and there is a positive relationship between Superior Support and Commitment of Sewing Machine Operators, it is important to enhance Superior Support at Courtaulds Clothing. Therefore, the following Superior Support related implications can be used to enhance the commitment of sewing machine operators in the empirical site. Since the result of Peer Support is significant and there is a positive relationship between Peer Support and Commitment of Sewing Machine Operators, it is important to enhance Peer Support at Courtaulds Clothing. Therefore, the following Peer Support related measures can be used to enhance the commitment of sewing machine operators in the empirical site. Since the result of Flexi-time Jobs is significant and there is a positive relationship between Flexi-time Jobs and Commitment of Sewing Machine Operators, it is important to enhance the number of Flexi-time Jobs at Courtaulds Clothing. Therefore, the following Flexi-time Job related measures can be implemented to enhance the commitment of sewing machine operators in the empirical site. Since the result of Workload is significant and there is a negative relationship between Workload and Commitment of Sewing Machine Operators, it is important to reduce the excessive workload at Courtaulds Clothing. Therefore, the following Workload related measures can be used to enhance the commitment of sewing machine operators in the empirical site. Since the result of Job Autonomy is significant and there is a positive relationship between Job Autonomy and Commitment of Sewing Machine Operators, it is important to enhance Job Autonomy at Courtaulds Clothing. Therefore, the following Job Autonomy related measures can be used to enhance the commitment of sewing machine operators in the empirical site.

Therefore, the following Superior Support related implications can be used to enhance the commitment of sewing machine operators in the empirical site. Therefore, the following Peer Support related measures can be used to enhance the commitment of sewing machine operators in the empirical site. Therefore, the following Flexi-time Job related measures can be implemented to enhance the commitment of sewing machine operators in the empirical site. Since the result of Workload is significant and there is a negative relationship between Workload and Commitment of Sewing Machine Operators, it is important to reduce the excessive workload at Courtaulds Clothing. Therefore, the following Workload related measures can be used to enhance the commitment of sewing machine operators in the empirical site. Since the result of Job Autonomy is significant and there is a positive relationship between Job Autonomy and Commitment of Sewing Machine Operators, it is important to enhance Job Autonomy at COURTAULDS Clothing. Therefore, the following Job Autonomy related measures can be used to enhance the commitment of sewing machine operators in the empirical site

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