

FACTORS AFFECTING ORGANIZATIONAL COMMITMENT AND ITS IMPACT ON CORE EMPLOYEES' INTENTION-TO-STAY: AN EMPIRICAL INVESTIGATION IN THE TEXTILE INDUSTRY OF LAHORE, PAKISTAN

Usman Ahmad Qadri¹, Syed Salman Hassan² and Nighat Younas³

Abstract

This study is to investigate the effects of key human resource practices such as company culture and policies, remuneration and rewards, and Leadership on organizational commitment and its impact on core employees' intention-to-stay in textile companies of Pakistan. We collected the data from 301 core employees in the different textile companies in Lahore, Pakistan. To test the hypotheses we used path analysis. Results have shown a significant positive effect of leadership and HR practices on organizational commitment and its impact on core employees' intention-to-stay in the textile firms. This study will help the top-level management in the textile industry of Pakistan to find the effect of key HR and leadership practices on organizational commitment, and identify the effect of organizational commitment on core employees' intention-to-stay in the textile firms.

Keywords: Core Employees, HR Practices, Leadership Practices, Organizational Commitment, Intention-to-stay.

JEL Classification: L670

Introduction

The textile sector is the largest manufacturing sector in Pakistan. By tradition, after agriculture sector, it has been the only sector that has produced massive employment for both unskilled and skilled labour. The textile industry is the second largest employment generating industry in Pakistan. This industry adds 8.5% to the GDP and generates 15 million employment opportunities to the people

¹ Faculty of Business Administration, Institute of Southern Punjab, Multan, Pakistan. Email: usmanahmadqadri@hotmail.com

² Assistant Professor, Department of Management Sciences, Virtual university of Pakistan. Email: drsalman1826@gmail.com

³ Assistant Professor, Department of Social Sciences, University of Poonch, Rawalakot, Pakistan.

Email: iceagecollision@gmail.com

of Pakistan (Ahmed, 2016). Pakistan is the 3rd largest producer of “cotton” with the third leading capacity of spinning in Asia after India and China, and adds 5% to the world capacity of spinning. Now, there are 442 spinning units, and 1,221 ginning units, and other 425 small units producing textile products (Memon, 2016). Punjab dominates in the textile industry in Pakistan. In 1999, textile exports were USD 5.2 billion and increased in 2009 to USD10.5 billion. During 2010 to 2011 textile exports were up to USD 10.62 billion. According to Memon (2016), Textile exports raised up to USD 13.74 billion during the fiscal year 2014-15. Although there are many successful firms in the textile sector of Pakistan, but they still face lots of troubles in human resource and leadership practices. In textile organizations, employees demand for better leadership and HR practices but due to the lack of the resources and right individuals, especially at the top-level management, hinders the textile firms to grow and implement the best HR practices. For the textile firms, it is very difficult to compete with competitors and retain experienced workers because there are no clear policies to hold them. The working life of most of the employees in the textile firms is very short. Most of the employees consider textile firm as a temporary place to work; therefore, they don't have any long-term plan to stay with the textile firm. Soliman et al. (1998) investigated that 67% of the research projects showed that employees did not get special training, Any kind of support from the owners or firms. From the literature review, this study found that there are numerous studies which investigated the employees intention-to-stay in the different firms (Eketu & Ogbu, 2015; Griffeth & Hom, 1988), but there are limited studies which examined HR practices (Agarwal & Swati, 2012; Chew, 2004), and OC (Chew, 2004; Dalessio et al., 1986; Mathieu & Zajac, 1990), and core employees' intention-to-stay (Chew, 2004) in the textile firms. Moreover, no study has yet investigated HR practices and leadership effect on organizational commitment (OC) and their impact on core employee's intention-to-stay in the context of Pakistan which is a main threat to the firm in Pakistan, especially in the textile industry where employee turnover is high. Almost all the firms in the world are trying various strategies to get higher output from workers. Retention of the core employees is one of the key aspects that could facilitate in getting the desired outcomes. This study is to investigate the leadership and key human resource practices 'effect on OC and its impact on core employees' intention-to-stay in the textile firms of Lahore, Pakistan, and to measure how intensely leadership and HR factors are affecting OC and core employees' intention-to-stay in the organization. The followings are the main concern of this research: RQ1: Does HR practices such as company culture and policies, remuneration and rewards, and leadership practices significantly influence OC in the context of textile industry of Lahore, Pakistan. RQ2: Does organizational commitment significantly influence core employee's intention-to-stay in the textile firms of Lahore, Pakistan.

Literature Review

Permanent employees are the core employees including the foundational and central groups that possess the skills necessary for the growth and survival of a firm. According to Business dictionary, Core employees are supported in their work by peripheral or contingent employees. Core employees are the individuals who perform multiple tasks and have an effect on other individuals

(Chew, 2004). Over the years, the OC concept has attracted significant concentration and has become fundamental objectives of HRM. According to Guest (1987), human resource practices are aimed to maximize employee commitment, organizational integration, quality and work's suppleness. Lee et al. (1992) demonstrated that organizational commitment consists of three components: a willingness to display effort on behalf of firms, a desire to belong to the firm, and identification with the company's values and goals.

Employee retention is positive for the firm as well as for the worker. A good firm should devise how to retain and attract new employees. Bryman (1992) defined leadership as "definite individual's behaviour that is found in non-coercive influence when that individual in cooperating and directing the behaviour of a team towards the achievement of the shared goals; that affects directly to hold permanent workers. Leaders are the individual appearance of the firms. The word "reward" is described as, something that the firm gives to the workers in the reaction of their performance and contributions, and also something which is preferred by the workers (Agarwal & Swati, 2012). Silbert (2005) studied that rewards are intrinsic or extrinsic such as "cash reward" such as bonuses or it can be an acknowledgment such as the best worker in the department, and tangible reward is the item that in which the firm awards the workers in response of their performance or contribution so that the staff's turnover can be reduced for future optimistic performance. Furnham (2002) explained that culture of the company is invisible philosophy, communication protocol, type, taboo and ritual of management to create the uniqueness of each organization. From the perspective of this study, commitment is described as loyalty and attachment (Alvi et al., 2014). This loyalty and attachment is displayed by the employees at different levels in their departments, jobs and organizations. HR and leadership practices increase internal capabilities of a company to deal with present or future challenges to be faced by a company. The organizational culture so created can facilitate to build a long-term and sustainable capability of the organization to cope with external challenges (Nikpour, 2017; O'Donnell & Boyle, 2008). Chew (2004) argued that the retention of the core employees' more if they get a high commitment from the human; with HR practices and the factors of the organization such as remuneration and rewards, and selection (organization-fit). Hai (2012), and Chew (2004) demonstrated that intention-to-stay of the core employees in the organization depend on the leadership behaviour, company culture and policies, and remuneration and rewards. Silbert (2005) demonstrated that rewards and compensations have a long-term effect on the workers and it consistently supports the employees' perception that they are valued. Mathieu and Zajac (1990), Griffeth and Hom, (1988), and Dalessio et al. (1986) empirical investigations strongly support the proposition that intention to leave or stay is consistently and strongly related to turnover voluntary.

Research Hypotheses

From the above literature review, this study proposed the following hypotheses:

H1a: Leadership has a positive effect on OC in the textile industry.

H1b: Remuneration and rewards have positive effect on OC in the textile industry.

H1c: Company culture and policies have a positive effect on OC in the textile industry.

H2: Organizational commitment has an effect on core employee's intention-to-stay in the textile industry.

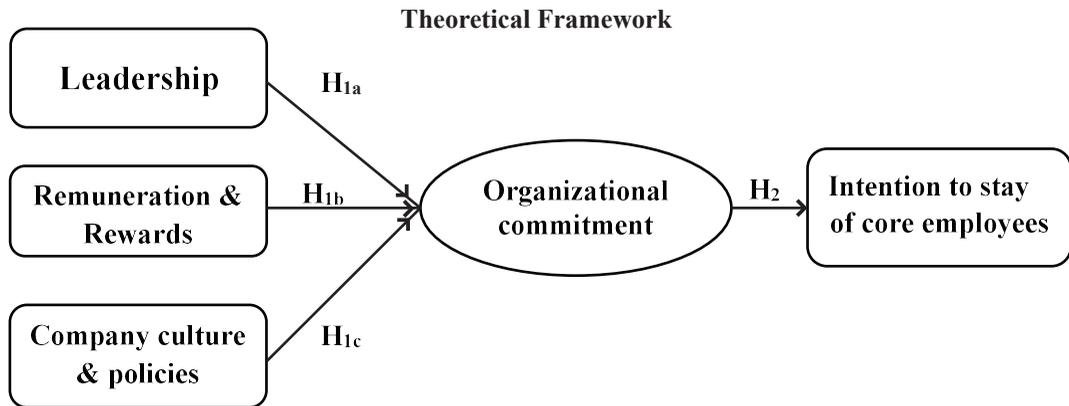


Figure 1: Theoretical frame work

Methodology

For this research, we collected the data from the permanent employees in the textile organization of Lahore, Pakistan who were conveniently available to participate in the study. We personally distributed 350 self-administered questionnaires copies to the respondents, 301 copies of the questionnaires were returned, we selected 277 copies of the questionnaires; 86% was the response rate. We excluded 24 copies of the questionnaires which had incomplete answers. The data compilation process lasted for two weeks. We used both secondary and primary data. The primary data was collected from respondents by using a questionnaire that was self-administered and secondary data was collected from different journals, websites, and books.

Measurement and Operational Definitions

The questionnaire items and operational definition for each of the research constructs is as follows:

- Leadership: Leadership is “individual’s behavior” that find in non-coercive influence when that individual in cooperating and directing the activities of a team towards the achievement of the common goal (Bryman, 1992). This study used 8-items questionnaire which was adopted from Hai (2012) and for each measure, a Likert response scale was used ranging from 1 to 5 with 1 indicating “strongly disagree” and 5 indicating “strongly agree.”
- Remuneration and Rewards: The role of HR in determining the level of benefits and salary for a

specific position of an employee in a company is an important factor in the engagement, retention, motivation and attraction of workers. The word “reward” is described as, something that the firm gives to the workers in reaction of their performance and contributions, and also something which is preferred by the workers (Agarwal & Swati, 2012). This concept is measured by 5-items questionnaire which have been adopted from Hai (2012) and each measured by using a 5-point-Likert scale.

- Company culture and policies: This concept is measured by 4 items which have been adapted from Kabanoff (1991), Morita et al. (1991), Chew (2004) and each was measured by using a.
- Organizational commitment: refers to the psychological attachment of an employee to the organization. This variable measures the feedback for the firm’s affection. This study adopted 9 items from Meyer and Allen (1997) and five-point scale of Likert was used for measuring each item.
- Intention to stay: Intention-to-stay measures the trend of leaving or staying of the firm’s workers. For measuring this, 4 questions have been adopted from Hai (2012). For each measure, a Likert-type response scale was used ranging from 1 to 5 with 1 “strongly disagree” and 5 “strongly agree”.

Data Analysis and Findings

The respondents were the core employees of the textile firms of Lahore, Pakistan. Figure 2, 3, 4 and 5 shows demographic information of the respondents. The study demographic variables are gender, age, working department, and education.

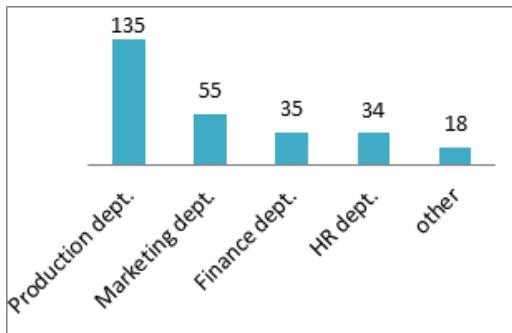


Figure 2: Working Department

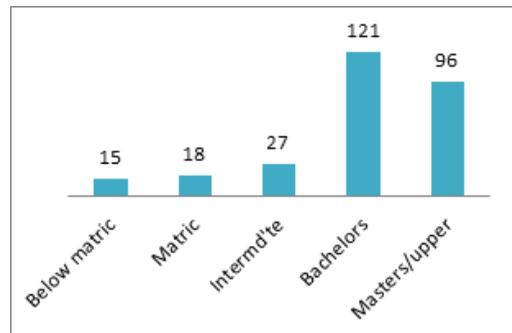


Figure 3: Education

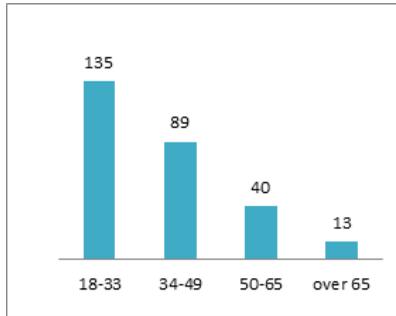


Figure 4: Age of the Respondents

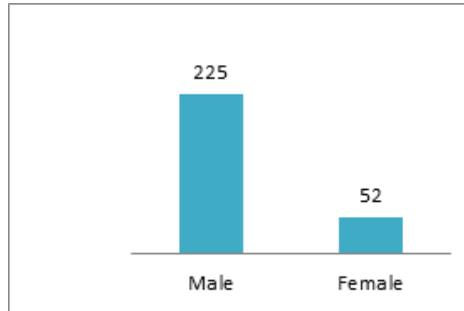


Figure 5: Gender

Correlation and Reliability Analysis

This study used the Pearson Correlation Technique through SPSS to investigate the strength of association between the constructs. From the results shown in Table 1, a positive relationship between leadership, company culture and policies, remuneration and rewards, and organizational commitment has been observed. The mean and standard deviation values are also satisfactory. Furthermore, Table 01 showed that Cronbach’s Alpha value of Leadership is 0.817 for 8 items, alpha value of remuneration and rewards is 0.896 for 5 items, company culture and policies is 0.786 for 4 items, intention to stay of core employees is 0.811 for 4 items and Cronbach's alpha value of organizational commitment is 0.874 for 9 items. All values were above 0.70, depicting acceptable internal consistency reliability.

Table 1
Reliability and Correlation between the Constructs

Reliability and Correlation between the Constructs					
Constructs	Leadership	Remuneration and rewards	Company culture and policies	Intention to stay	Organizational commitment
Leadership	1				
Remuneration and rewards	0.480**	1			
Company culture and policies	0.232**	0.353**	1		
Intention to stay	0.292**	0.362**	0.446**	1	
Organizational commitment	0.422**	0.403**	0.450**	0.618**	1
Mean	2.693	2.452	2.529	2.483	2.670
SD	0.985	1.028	1.038	0.971	0.908
Alpha	0.817	0.896	0.786	0.811	0.874

Note. At the 0.01 level (2-tailed) correlation is significant**

Measurement Model

We first performed CFA to assess the appropriateness of our measurement model. CFA relies on various statistical tests to validate the adequacy, fit-of-model to the research data. It is conducted to analyze how understandably and robustly hypothesis of the concern is confined. According to Arnold and Reynolds (2003), CFA improves the scale congenial measurement distinctiveness. According to Bernard (1998), the results of CFA are acceptable when the value is larger than 0.30. As a result; the items whose regression weights or factor loadings are less than 0.30 are rejected and further not included in the analysis. For instance, items like “This firm keeps workers well informed on matters significant to them ”is dropped in analysis due to less regression weights.

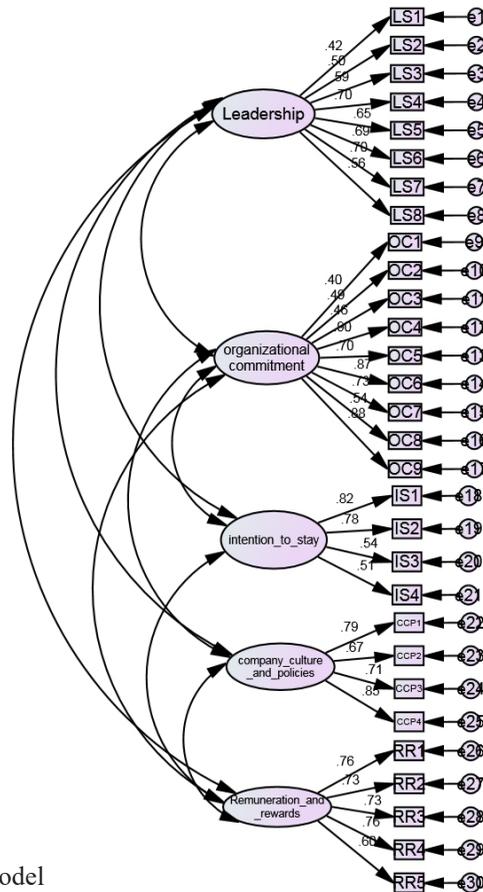


Figure 6: Measurement Model

Hypotheses Testing: SEM

The hypotheses were tested using SEM. In Figure 7, H1a is explaining that Leadership has positive effect on OC. It is confirmed from the findings that the path coefficient value $\beta= 0.269$ and $p \leq 0.001$. The findings are consistent with the results of Podsakoff, MacKenzie and Bommer (1996) and Loke (2001). H1b is explaining that remuneration and rewards has significant positive effect on OC. Results described that the path coefficient value $\beta=0.156$ and $p \leq 0.01$. The findings are supported with the results of Chew and Chan (2008). Figure 7 also depicted that H1c company culture and policies has positive effect on OC. It is confirmed from the findings that the path coefficient value $\beta= 0.332$ and $p \leq 0.001$. The findings are consistent with the results of Nikpour (2017) and Alvi et al. (2014). Figure 7 showed that H2 Organizational commitment has an effect on intention to stay of core employees. Results described that the path coefficient value is 0.618 and $p \leq 0.001$. The results are supported by the findings of Jyotsna (2007) Griffeth and Hom (1988) and Blau (1989).

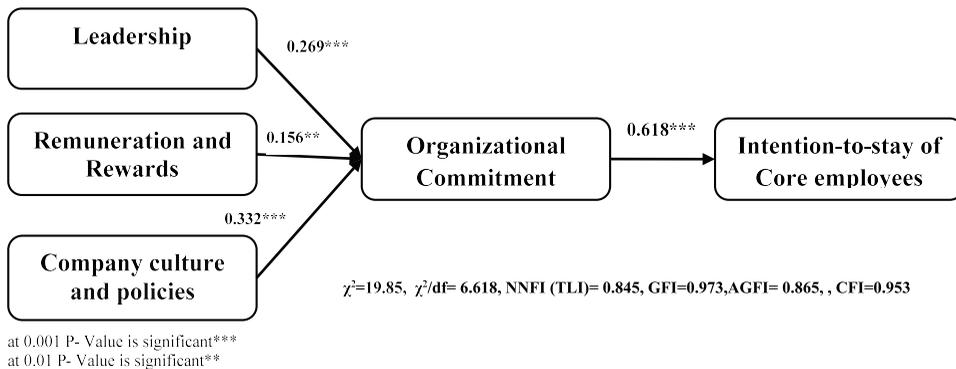


Figure 7: Model of Path analysis

Discussion and Conclusion

The objective of this study is to examine the effect of leadership and key HR practices on OC and its impact on core employees’ intention-to-stay in the textile industry of Lahore, Pakistan. This research has found that company culture and policies have a positive effect on OC, which helps the firms to retain the core employees. Good company culture and policies have given the reason to the core employees to stay (Chew, 2004). Moreover, the policies of the firm should update and revise occasionally; purpose of that action is to make the core workers recognize that organizations update or amend policies and they are taken care of by the firms. The organizational structure should be flexible and flat to adapt reaction of core worker is one of the important leadership and HR practices,

because if the structure is not flexible the policies will not support. Another advantage of good company policies is that it will support the firm structure and the firm structure will support back the policies. This study found that core employees consider the company culture and policies are the most significant factors in giving the reason to become more committed to stay in the textile organization; its factor path coefficient value $\beta=0.332$ and $p \leq 0.001$, which is the highest among other factors such as leadership which has $\beta=0.269$ and $p \leq 0.001$, and remuneration and rewards whose coefficient value of $\beta=0.156$ and $p \leq 0.01$. This study found that core employees consider the company culture and policies as one of key HR factors for giving the reason to stay in the textile organizations. The firms make sure that the overall remuneration and rewards or compensation package provided by the firms should be better than those of the competitors (Hai, 2012; Chew & Chen, 2008; Chew, 2004).

This study concluded that organizational commitment plays a big role in employee's programmed retention. Textile firms in Lahore, Pakistan should place more stress on employee retention than hiring new employees, since it is economical to hold existing employees than to bring in new ones (Merhar, 2016; Bryant & Allen, 2013). Textile firm's executives in Pakistan should significantly consider OC and HR factors such remuneration and rewards, company culture and policies, and leadership when focusing efforts or making plans on employee's retention. The results of this research will provide the support to the top-level managers to comprehend the efficiency of these factors for retaining core employees.

Limitations and Future Research Areas

First, from a theoretical perspective this research study could have been improved if we had integrated component variables (i.e., continuance, affective & normative commitment dimensions). But we made the selection considering the questionnaire length. Second, this research study was a cross sectional study, but to develop the fundamental paths of the researched variables a longitudinal research would have been more appropriate (Poon, 2004). Third, for data collection we have employed convenience sampling technique. So, our sample may not have been fully representative of the entire employee population in the textile organizations of Pakistan. It was unrealistic to use random sampling of any kind because of the unavailability of publicly available participants' pools or employee datasets.

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Questionnaire

Dear Respondent:

Kindly follow the instruction.

Instruction:

Please answer Part 1 and Part 2.

Please circle the number that best matches your opinion.

Part 1:

A. General Characteristics

1.	I am working in the department	a)production	b)marketing	c)finance	d)HR	e)other
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B. Personal Information

1.	Gender	a) Male	b) Female			
2.	Age	a) 18-33	b) 34-49	c) 50-65	d) Over 65	
3.	Education Level	a)Below matric	b) matric	c) Intermd'te	d) Bachelors	e) Master/upper

Part 2:

Please answer each statement below by putting a circle around the number that best reflects your degree of agreement or disagreement with that statement.

1=SD-Strongly disagree, 2=D-disagree, 3=N-Neutral, 4=A-agree, 5=SA-Strongly agree

Sr.No.	Leadership	SD	D	N	A	SA
1.	The firm leadership practices are reliable with my personal values	1	2	3	4	5
2.	The leadership practices in this firm increase my satisfaction with my job.	1	2	3	4	5
3.	The leadership practices in this firm assist me to become a high performing worker.	1	2	3	4	5
4.	The firm's leadership practices make a positive input to the overall effectiveness of the firm.	1	2	3	4	5
5.	This firm keeps workers well informed on matters significant to them.	1	2	3	4	5
6.	Adequate effort is made to determine the thought and replies of people who work here.	1	2	3	4	5
7.	Communications across all levels in this firm tend to be excellent.	1	2	3	4	5
8.	Firm structure encourages Vertical and horizontal communication.	1	2	3	4	5
	Measurement of remuneration and rewards	SD	D	N	A	SA
9.	This firm pays well.	1	2	3	4	5
10.	Staffs are given positive recognition when they generate high-quality work.	1	2	3	4	5
11.	This firm offers an excellent benefits package then competitors.	1	2	3	4	5
12.	This firm values individual excellence over team-work	1	2	3	4	5
13.	This firm offers excellent opportunities for endorsement.	1	2	3	4	5
	Measurement of company culture and policies	SD	D	N	A	SA
14.	This firm has a defined mission/vision to achieve its goals.	1	2	3	4	5
15.	The firm structures make possible the way we do things.	1	2	3	4	5
16.	Development towards meeting planned objectives is periodically reviewed.	1	2	3	4	5
17.	Organizational procedures and policies are helpful, up to date and well understood.	1	2	3	4	5
	Measurement of organizational commitment	SD	D	N	A	SA
18.	I find it hard to agree with this firm's policies. (negative)	1	2	3	4	5
	I could just as well-working for a different firm if the kind of work was similar. (negative)	1	2	3	4	5
19.	There is little to be gained by staying with this firm indefinitely. (negative)	1	2	3	4	5
20.	I feel a strong sense of belonging to this firm.	1	2	3	4	5
21.	This firm really inspires the very best in me in the way of job-performance.	1	2	3	4	5
22.	This firm's values and my values are very similar.	1	2	3	4	5
23.	I am willing to put-in a great deal more effort than usually expected to assist this firm be successful.	1	2	3	4	5
24.	I feel proud to tell others that I am part of this firm.	1	2	3	4	5
25.	I truly care about the future of this firm.	1	2	3	4	5
	Measurement of intention to stay	SD	D	N	A	SA
25.	I will definitely look for a new job in the near future. (negative)	1	2	3	4	5
27.	I plan to work at my current job for as-long-as possible.	1	2	3	4	5
28.	I did not like to leave this job.	1	2	3	4	5
29.	I will definitely continue this job in the near future.	1	2	3	4	5