

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**A STUDY ON ORGANIZATIONAL SUPPORT,
ORGANIZATIONAL COMMITMENT AND JOB
SATISFACTION OF KOSPA LIMITED IN YANGON**

AYE MYATHU THU

MBA (Online) 160904

ONLINE MBA

DECEMBER, 2019

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**A STUDY ON ORGANIZATIONAL SUPPORT,
ORGANIZATIONAL COMMITMENT AND JOB
SATISFACTION OF KOSPA LIMITED IN YANGON**

ACADEMIC YEAR (2016~2019)

Supervised by:

Dr. Myint Myint Kyi

Professor

Department of Management Studies

Yangon University of Economics

Submitted by:

Aye Mya Thu Thu

MBA (Online) 160904

Online MBA

2016-2019

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**This thesis is submitted to the Board of Examiners in partial
fulfillment of the requirements for degree of Master of Business
Administration (MBA)**

Supervised by:

Dr. Myint Myint Kyi
Professor
Department of Management Studies
Yangon University of Economics

Submitted by:

Aye Mya Thu Thu
MBA (Online) 160904
Online MBA
2016-2019

ACCEPTANCE

This is to certify that this thesis entitled “**A Study on Organizational Support, Organizational Commitment and Job Satisfaction of KOSPA Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Win

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

December, 2019

ABSTRACT

The objectives of the study are to analyze the effect of organization support on organizational commitment and to analyze the effect of organizational commitment on job satisfaction of KOSPA Limited. In order to achieve these objectives, the data are collected from 120 out of 274 employees of KOSPA Limited by using structured questionnaire and conducting personal interviews. According to the analysis, it is found that three elements of organizational support, supervisor support and coworker support play a significant role in organizational commitment of KOSPA Limited. Furthermore, organizational commitment has positive significant effect on job satisfaction for employees of KOSPA Limited. Therefore, KOSPA Limited should emphasize more on increasing all of organization support factors affected on organizational commitment.

ACKNOWLEDGEMENTS

Firstly, I would like to express my deepest gratitude to our and sincere appreciation to Rector, Professor Dr. Tin Win, Yangon University of Economics, for allowing me to undertake this study as a partial fulfillment towards the Master Degree of Business Administration.

Secondly, my sincere thanks to Professor Dr. Nu Nu Lwin, Head of Department, Department of Management Studies for her extensive and constructive suggestions, her supporting excellence lecturers and comments to complete this thesis.

Furthermore, I also wish to express my deepest gratitude to my supervisor, Professor Dr. Myint Myint Kyi, Department of Management Studies, for her guidance, suggestion, and support to making my thesis. This thesis would not have been possible unless her guidance and continued encouragement studies, Yangon University of Economics for her generosity of sharing her profound knowledge and support for my thesis.

I would like to express my heartfelt indebtedness to all of professors, associate professors and lecturers who provided supervision and fortitude to help me achieve the goals set out for this study.

In addition, I would like to express my gratitude to the entire office including management and staff from KOSPA Limited in Yangon. Without their precious supports, it would not be possible to conduct this thesis.

Finally, I would like to thank my express my gratitude to my family, friends and colleagues for their continuous support and patience throughout the course of my study.

Aye Mya Thu Thu

ID 161104

Online MBA

CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER (1) INTRODUCTION	
1.1 Rationale of the Study	3
1.2 Objectives of the Study	4
1.3 Scope and Method of the Study	4
1.4 Organization of the Study	5
CHAPTER (2) THYEORETICAL BACKGROUND	
2.1 Concept of Organization Support	6
2.2 Concept of Organizational Commitment	8
2.3 Job Satisfaction	11
2.4 Previous Studies	12
2.5 Conceptual Framework of the Study	14
CHAPTER (3) ORGANIZATION SUPPORT OF KOSPA LIMITED	
3.1 Profile of KOSPA Limited	15
3.2 Research Design	19
3.3 Reliability Test	19
3.4 Demographic Profile of Respondents	20
3.5 Employee Perception on Organization Support	23

**CHAPTER (4) ANALYSIS ON EFFECT OF ORGANIZATION SUPPORT
ON ORGANIZATIONAL COMMITMENT AND
JOB SATISFCATION IN KOSPA LIMITED**

4.1	Analysis on Effect of Organization Support on Organizational Commitment	28
4.2	Analysis on Effect of Organizational Commitment on Job Satisfaction	32

CHAPTER (5) CONCLUSION

5.1	Findings and Discussions	36
5.2	Suggestions and Recommendations	37
5.3	Needs for Further Research	39

REFERENCES

APPENDICES

LIST OF TABLES

Table No.	Description	Page
Table 3.1	Reliability Test	20
Table 3.2	Demographic Profile of Respondents	21
Table 3.3	Organizational Support	24
Table 3.4	Supervisor Support	25
Table 3.5	Coworker support	26
Table 3.6	Summary of Organization Support	27
Table 4.1	Organizational Commitment	29
Table 4.2	Analysis on the Effect of Organizational Support on Organizational Commitment	30
Table 4.3	Job Satisfaction	32
Table 4.4	Analysis on the Effect of Organizational Commitment on Job Satisfaction	34

LIST OF FIGURES

Figure No.	Description	Page
Figure 2.1	Organizational Support and Organizational Commitment	12
Figure 2.2	Organizational Commitment, Job Satisfaction and Job Performance	13
Figure 2.3	Conceptual Framework of the Study	14
Figure 3.1	Organization Structure of KOSPA Limited	17

CHAPTER 1

INTRODUCTION

In today's competitive business environment, keeping employees enables the organization to be successful. Employees are viewed as one of the most important assets for most organizations, in particular service-based organizations, because of the benefits of delivering successful performances Evans et al., (2003). One of the most important service-based organizations in the Logistics industry. The Logistics industry is a labor-intensive service industry, dependent on the availability of good quality employees to deliver, operate, and manage the transportation and warehousing product for survival and for a competitive advantage Amoah and Baum, (1997). Moreover, achieving service quality and excellence Saibang and Schwindt, (1998) and making satisfied and loyal customers depends on the attitudes, performance and behavior of employees Kusluvan and Kusluvan, (2000). Ghani (2006) stated that employees lead to organizational success. Organizational support is one of the most important organizational concepts that keep employees in the organization, since organizational support is known as a key factor in increasing the organizational commitment and job satisfaction of employees. On the other hand, organizational commitment and job satisfaction are equally important to customer satisfaction Lam and Zhang, (2003). Service-oriented organizations such as airlines, hotels and Logistics recognize that employee satisfaction will go a long way toward contributing to their goal of having happy customers Robbins and Judge, (2009).

While an employee evaluates his/her organization, he/she often tends to compare recent organizations with the previous one and tends to compare the future of his/her job position in the organization with similar positions of other organizations Kanaga and Browning, (2007). This process employed by employees as a mental process affects perception of their organizational support. As seen from this perspective, the question "what employee expects from their organization?" is one of the recurring questions of organizational support. When examining perceived organizational support as a conceptual, it is expressed as a perception of what degree of importance to contribute to employees by the organization. Expectations of this perception in the employee's mind are outcomes such as considering employee goodness by the organization, appreciation in the organization and sharing common values between organization and employee.

Employees supported by their organization feel this support is given because they are valuable employees for their organizations. Employees who feel their organization value and appreciate them are satisfied with their job and attached to their organization.

Several studies showed that employees who are supported from their organization are satisfied with their job Buchanan, (1974); Tansky and Cohen; (2001); Riggle et al., (2009). Previous studies also demonstrated that organizational support given to employees by their organization engenders improvement of positive behaviors and attitudes like affective and normative commitment (Eisenberger et al., (1986); Settoon et al., (1996); O'Driscoll and Randall, (1999); Rhodes and Eisenberger, (2002); Yoon and Thye, (2002); Fuller et al., (2003); Aube et al., (2007); Riggle et al., (2009). Perceived organizational support sometimes has an effective on continuous commitment, either insignificantly Randall et al., (1999) or negatively O'Driscoll and Randall, (1999); Aube et al., (2007); LaMastro, (2008). Several studies revealed that job satisfaction and organizational commitment are related, but have distinguishable attitudes Porter et al., (1974); Reed et al., (1994). Many studies, however, considered job satisfaction as an antecedent of organizational commitment Currivan, (1999); Gaertner, (1999); Schwepker, (2001); Yoon and Thye, (2002); Silva, (2006); Chen, (2007); Yang, (2010); Gunlu et al., (2010). The primary reason for this causal order appears to be that a greater amount of time would be required for an employee to determine his/her level of commitment to the organization than would be the case with his/her level of job satisfaction since the degree of one's job satisfaction appears to be largely associated with specific and tangible aspects of the work environment and may represent a more rapidly formed affective response than commitment Porter et al., (1974). For this reason, it is suggested that job satisfaction is an antecedent of organizational commitment in this study.

Considering the relationships among the all three concepts, perceived organizational support, organizational commitment and, job satisfaction, it is realized that job satisfaction is not only the consequence of perceived organizational support but also an antecedent of organizational commitment. A number of researchers have proposed causal models of organizational commitment in which the effects of various antecedent variables such as bureaucratic culture, innovative culture, supportive culture, leadership style, pay, promotional chances, distributive justice, peer support, supervisory support, work load, role conflict, role ambiguity, autonomy, adoption of routine, preemployment expectation and perceived job characteristics on commitment are mediated via their

effects on job satisfaction Williams and Hazer, (1986); Gaertner, (1999); Lok and Crawford, (2001). However, the independent variable (perceived organizational support) used in this study is different from the previous research. Additionally, the concept of organizational commitment has not been conducted as multidimensional in the mediating role of job satisfaction in the any studies mentioned above.

The aim of this study is, (i) to analyses the effect of organizational support on organizational commitment, (ii) to analyses the effect of organizational commitment on the dimensions of job satisfaction, the study consists of five chapters. After this brief introduction, perceived organizational support, organizational commitment and job satisfaction are explained in the second chapter. The hypotheses regarding the effect of perceived organizational support and job satisfaction on dimensions of organizational commitment, and the mediating effect of job satisfaction on the relationship between perceived organizational support and dimensions of organizational commitment are discussed and presented in the research model in the third chapter. In the fourth chapter, there is methodology and analysis and, finally, in the fifth chapter, the findings and suggestion of this research study have been presented.

1.1 Rationale of the Study

Employee commitment is the crucial factors for success of the organizations in today's competitive business environment. If employees are not committed to their organizations, they are not be productive, they are not be happy at work, even they are behaving badly to customers. The dissatisfied customers are spread negative comments and negative recommendations to others regarding the behavior of low committed employees. Although they are talking about these low performing employees, the ultimate effected directly on companies these employees are working for.

Employee commitment can come out from various sources. However, in this turbulent time, among many factors, organization' is supporting largely generate employee commitment. Organization can support for positive psychological feelings including commitment to organizations.

The importance of employee commitment is more obvious in the service organizations including the logistics and supply chain service companies. In these companies, if employees are not committed, they are not providing right and good

services to customers such as shipping wrong items of products, late delivery, not welcome new clients, and so on.

If the service organizations care the benefits and career advancement of employees, if its supervisors support to employees, and if there is good communication and relationship among coworkers, employees are committed to their organizations. High committed employees provide happiness to customers.

The KOSPA Limited is a logistics service organization. Thus, it is important to analyses the effect of organization support on employee commitment. This study explores the effect of KOSPA's support on organizational commitment of its employees. Moreover, this study also analyses the effect of commitment on job satisfaction of employees in KOSPA Limited.

1.2 Objectives of the Study

This study is conducted with the following two main objectives:

1. To examine the effect of organizational support on organizational Commitment at KOSPA Limited.
2. To investigate the effect of organizational commitment on job satisfaction at KOSPA Limited.

1.3 Scope and Method of the Study

This study only focuses on organizational support and organizational commitment of KOSPA Limited. There are 274 employees in KOSPA Limited. In this study, the sample drawn 120 employees all level of organization are randomly selected to collect the primary data. Personal interview method is applied to collect data by using structured questionnaire. All variables collected from employees were measured using five-point Likert-type scale ranging 1 (strongly disagree) to 5 (strongly agree). For data analysis, linear regression method is applied. The secondary data are collected from organizational behavior, text book, articles, and international dissertations. Multiple regression model is conducted in this study.

1.4 Organization of the Study

This paper is composed of five chapters. Chapter one describes the introduction of the paper, objectives methodology and sources of the data and scope and limitation of the study. Chapter two consist of theoretical background and concept of the organizational support and organizational commitment of the study. It provides the theoretical review on the organizational support, organizational commitment and the theoretical framework of the study. Chapter three explains the organizational support and organizational commitment of employee at KOSPA Limited. Chapter four analyzes the effects of organizational commitment on Job satisfaction in KOSPA Limited. Chapter five is concluded with the findings and discussion, suggestion and recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents the theoretical background pertaining of the organizational support and organizational commitment of the study. It begins with the definition of key terms central to the study, followed by the discussion of Organizational support, Organizational commitment and Job satisfaction. Then discuss about factor influencing between dependent and independent variable of this study are also presented provides a conceptual framework of this study.

2.1 Concept of Organization Support

The concept of perceived organizational support entered psychology to manage literature. Perceived organizational support refers to the staff belief that how much the organization considers the value of their cooperation and emphasizes on their welfare. After Eisenberger the theorists focused on the analysis of the organizational support formation; in addition, they studied on the effects and consequences of organizational support on personal and organizational field.

Organizational support is a kind of help or support that the employees need to accomplish the Job. On the employee point of view, some auxiliary factors include: enough budget, suitable equipment, complete resources and facilities of doing the Job, the availability of high-quality services and enough supply of human resources. In studies related to organization development, perceived organizational support is considered as organizational commitment prerequisite. Perceived organization support can influence employee manner and their relationship directly or indirectly. If there is not enough employee support from the organization, the problem will appear; therefore, the manager should investigate the problem carefully so that if the problem is about financial shortage, human resources, equipment or facilities to observe if he can supply the necessary sources reasonably by cost evaluating or not. The manager should review the goals and should avoid of blaming the staff regarding a position that is out of their control.

Today, after more than two decades from research in the field. It becomes more and more important; and the researchers in this field are expensing very fast. Intercultural researches and studies over organizational support concept are done in the culture bed of any countries except western countries. During implementation of article 44 of

constitution, competitive feature of organization to engage and maintain human resources increase the important of study over organization support and commitment among employee. For the first time, Eisenberger and his teammates introduced the concept of social transmission is considered as fundamental theory organizational support, according this theory, in social relationship when someone does a favor to another person, the other person feels it necessary to recompense his favor. The bigger this favor and help is, the more tendency to be recompensed. Researchers believe that their sources to meet the needs of the employee; therefore, the exchanging relationship between employee and employer seems to be true. The organizational support theory believes that employee, so they pay attention to the goals and to their fulfilment as much as they receive support. On other words, when the organization tends to employee welfare, they recompense this attention by more commitment and better function.

In order to the employees feel that the organization attends to their welfare, neither for legal commitment not union pressure, they give a better response to it; and do better fulfill. Furthermore, the organization is considered as the satisfaction source of some employee's social needs such as identification, attachment, and self-respect. For keeping these requirements source, the employee help the organization to fulfil its goal according to transmission norm. If employee perceive that the organization is worried about their happiness and presenting assistance to them (organization support), employee think of the organization as their identification sources and feel more loyalty and devotion (organizational commitment) toward it. Base on organizational support theory three general factors bring about appropriate behavior in organization: justice and equality, supervisor's support and organizational rewards and occupational fields. Organization is the origin of mentioned factors, and finally it causes an increase in organizational support. Besides, population factors can be added to these factors. Fairness is equality is resources distribution among the employee which is called procedural justice. Applying justice as a determine sources for resource distribution has a significant effect on perceived organizational support.

Supervisor's behavior and action is considered as the symbol of organization. Supervisor's appropriate or inappropriate behavior has a considerable effect on organizational support. If employee receive the supervisor's support, the organization supports increase. The fulfilling of human resource (organizational rewards and occupational fields) has a special importance in employee's positive reaction (perceived

organizational support). There is strong relationship between organization's tendency in displaying the significance of occupational future and perceived organizational support. Besides occupational safety, the education and dependence factor in Jon(positively) effect on organizational support. Increase in Employee education and their freedom in doing their role and job cause organizational support promotion. If the employee feels the organization support their loyalty to the organization increase. One of the useful and effective ways of increasing organizational commitment is increase in the attention to perceived organizational support.

Some of the organizational support effects related to job environment are similar to job satisfaction. Job satisfaction is identified as staff's attitudes and general positive reaction to the job; when the employee feels that the organization support their job satisfaction by them, and happiness are increased. Organizational support effects on the interest relate to the job. In addition, organizational support effects on the increase in occupational commitment and involvement that means involvement and interest relate to the job. The more support the employee feels, the amount of their commitment to their job will increase. Increase in perceived organizational support toward employee causes function growth and the employee tendency to Job satisfaction in the organization.; on the other hand, it causes decrease in occupational pressure and aggressive behavior (such as willing to leave the job or intention to stay). When the employee see more perceived organizational support, it effects on their functions; the feeling of the organizational support causes decrease in the occupational pressures, and it decrease the tendency to leave the job.

2.2 Concept of Organizational Commitment

The mainly focus of this chapter is to explore the concept "Organizational commitment". The discussion included the following aspects: theoretical background; definition of the concept; adopted for this study, dimension of organization commitment. Meyer and Allen (1997) used the tri-dimensional model to conceptualize organizational commitment in three dimensions described ways of Affective Commitment, Normative Commitment and Continuance Commitment.

Affective commitment dimensions the first dimension of organizational commitment in the model is affective commitment, which represents the individual's emotional attachment to the organization. According to Meyer and Allen (1997) affective

commitment is “the employee’s emotional attachment to, identification with, and involvement in the organization”. Organizational members who are committed to an organization on an affective basis, continue working for the organization because they want to Meyer & Allen, (1991). Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization Beck & Wilson, (2000).

Affective commitment is a work-related attitude with positive feelings towards the organization Morrow, (1993). Sheldon, (1971) also maintained that this type of attitude is “an orientation towards the organization, which links or attaches the identity of the person to the organization”. Affective commitment is the relative strength of an individual's identification with and involvement in a organization Mowday et al, (1982).

The strength of affective organizational commitment is influenced by the extent to which the individual's needs and expectations about the organization are matched by their actual experience Story, (1995). Tetrick, (1995) also describes affective commitment as “value rationality-based organizational commitment, which refers to the degree of value congruence between an organizational member and an organization”.

The organizational commitment model of Meyer and Allen (1997) indicated that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

Affective commitment development involved identification and internalization (Beck & Wilson, 2000). Individuals’ affective attachment to their organizations is firstly based on identification with the desire to establish a rewarding relationship with an organization. Secondly, through internalization, this refers to congruent goals and values held by individuals and the organization. In general, affective organizational commitment is concerned with the extent to which an individual identifies with the organization Allen & Meyer, (1990).

Meyer and Allen, (1997) defined continuance commitment as “awareness of the costs associated with leaving the organization”. It is calculative in nature because of the individual’s perception or weighing of costs and risks associated with leaving the current organization Meyer & Allen, (1997).

Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on an assessment of economic benefits gained Beck & Wilson, (2000). Organizational members developed the commitment to an organization because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organization's goals and values.

The strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organization Meyer & Allen, (1984). Best (1994) indicated that "continuance organizational commitment will therefore be the strongest when availability of alternatives are few and the number of investments are high". This argument supports the view that when given better alternatives, employees may leave the organization.

Meyer et al, (1990) also maintained that "accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to". This implies that individuals stay in the organization, because they are lured by other accumulated investments which they could lose, such as pension plans, seniority or organization specific skills.

The need to stay is "profit" associated with continued participation and termination of service is a "cost" associated with leaving. Tetrick, (1995) support the profit notion by describing the concept continuance organizational commitment as "an exchange framework, whereby performance and loyalty are offered in return for material benefits and rewards". Therefore, in order to retain employees who are continuance committed, the organization needs to give more attention and recognition to those elements that boost the employee's morale to be affectively committed.

Meyer and Allen, (1997) defined normative commitment as "a feeling of obligation to continue employment". Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization Allen & Meyer, (1990). According to Meyer and Allen, (1991) "employees with normative commitment feel that they ought to remain with the organization". In terms of the normative dimension, the employees stay because they should do so or it is the proper thing to do.

Wiener and Vardi, (1980) described normative commitment as “the work behavior of individuals, guided by a sense of duty, obligation and loyalty towards the organization”. Organizational members are committed to an organization based on moral reasons (Iverson & Buttigieg, (1999). The normative committed employee considers it morally right to stay in the organization, regardless of how much status enhancement or satisfaction the organization gives him or her over the years.

The strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members Suliman & Iles, (2000). The reciprocal obligation is based on the social exchange theory, which suggests that 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.

Meyer and Allen, (1991) argued that “this moral obligation arises either through the process of socialization within the society or the organization”. In either case it is based on a norm of reciprocity, in other words if the employee receives a benefit, it places him or her, or the organization under the moral obligation to respond in kindness.

2.3 Job Satisfaction

Job satisfaction means “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” Locke, (1969).

“Job satisfaction is the extent to which people satisfaction or dissatisfaction their jobs Spector, (1998).

Job satisfaction is a subjective perception related to wages, coworkers, promotions and another factors Rowden, (2002). wherein the Job itself, supervisor, and workplace may impact that perception indicated that relationships with supervisors, coworkers and work itself were primary indicators of Job satisfaction. They also emphasized how salary influences Job satisfaction.

According to literature, job satisfaction is influenced by several factors. Worrell (2001) divided these factors into three groups; demographic factors, intrinsic factors and extrinsic factors. Demographic data consist of age, gender and race. Intrinsic factors

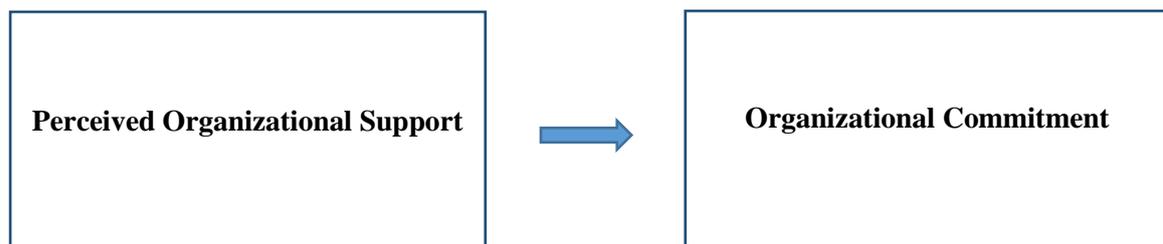
consist of achievement, recognition, work itself, responsibility, advancement and growth. Extrinsic factors consist of company policy, supervision relationship with Boss, work conditions, relationship with peers and salary.

Employee who feel satisfied with the Job are more productive and are likely to stay with the organization Mc Neese-Smith, (1997). Randeree, K., & Chaudhry, (2012) showed that these factors strongly affect job satisfaction. Thus, in this study, the factors such as salary (pay), work itself, supervision, advancement, growth and relationship with peers are considered to measure job satisfaction. These factors correspond with the feeling, like or dislike of their jobs, mentioned in the definition and are relevant to determining the level of commitment to an organization.

2.4 Previous Studies

This study based on two closely related previous papers. The first paper is presented by Yahya, Mansor, Warokka (2012). Their conceptual model is shown in Figure (2.1).

Figure (2.1) Organizational Support and Organizational Commitment



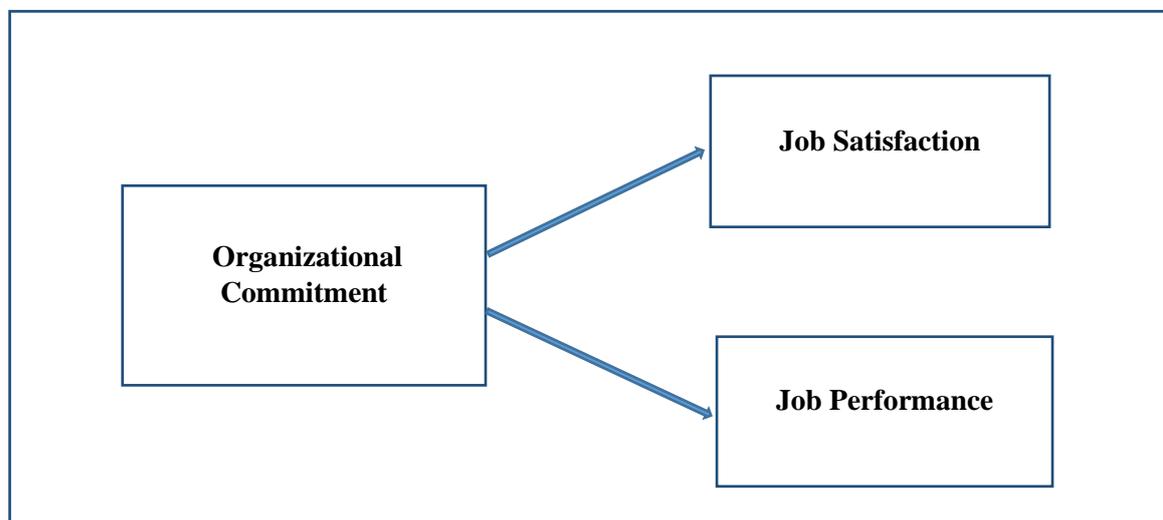
Source: Yahya, Mansor, Warokka (2012)

As shown in Figure (2.1), the perceived organizational support is influencing on organizational commitment of employees. In this research, the organizational commitment is measured with general view, not from specific views of affective commitment, normative commitment and continuance commitment. This study has successfully answered the objective, which is to examine the relationship between perceived organizational support and organizational commitment or expatriate. From the regression results, it was found that perceived organizational support had a strong predicting role in determining organizational commitment. This finding has provided a better understanding of the relationship of these variables in order to enhance and improve managerial effectiveness of the expatriate.

Hence, there is a need to constantly improve the existing human resource practices in enhancing organizational commitment. The results of the study have also given some inputs to human resource professionals in designing more favorable policies and procedure that can help improve expatriate management in the organization. Thus, this study follows the flow of this research to measure the organizational commitment of employees at KOSPA Limited

The second paper, received in this study is presented by Akhtar, Durrani, Waseef-ul-Hassan (2015). Their conceptual model is shown in Figure (2.2).

Figure (2.2) Organizational Commitment, Job Satisfaction and Job Performance



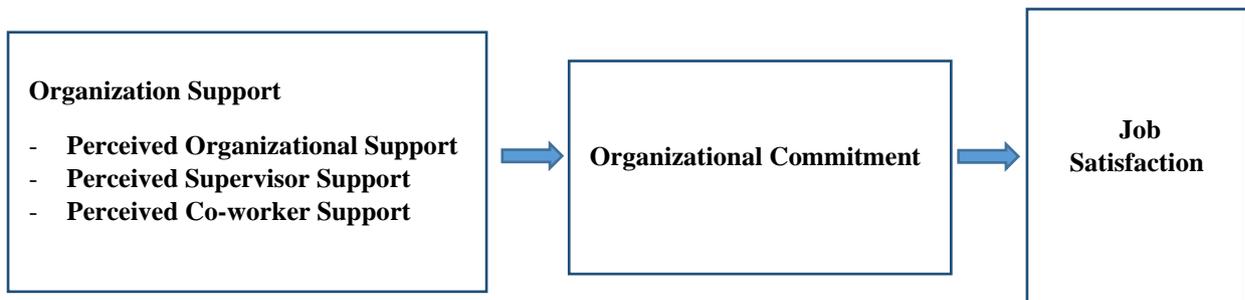
Source: Akhtar, Durrani, Waseef-ul-Hassan (2015)

As shown in Figure (2.2), organizational commitment in relation to job satisfaction has received considerable attention in past research. This study has proved the relationship of organizational commitment with job satisfaction and job performance in banking sector of district Multan, Pakistan. The results helped to comprehend that organizational commitment has a positive effect on job satisfaction in banking sector of district Multan, Pakistan.

2.5 Conceptual Framework of the Study

The conceptual framework of the study is developed by referring the two models of previous researchers (as mentioned above). The conceptual framework of the study is shown in Figure (2.3).

Figure (2.3) Conceptual Framework



Source: Own Compilation (2019)

In this study, organization support is measured with three indicators; organizational support, supervisor support and coworker support. As it can be seen in the Figure (2.3), organizational support variables are examined as perceived organizational support, perceived supervisor support and perceived coworker support. Perceived organizational support assesses the facts that to what extent KOSPA Limited provide supports to the employment in the job. Perceived supervisor support explores to which extent that supervisor helps and support to the subordinates. Perceived coworker support discusses about how much the coworker helps and respects each other in the work.

The organizational commitment is measured with general commitment items. However, these general commitment items cover all three common commitment measures of affective, normative and continuance commitment aspects at KOSPA Limited.

The conceptual framework of this study is adapted from previous studies. The model purports that employees' job satisfaction in the company is affected by organizational commitment. The survey for job satisfaction consists of many questions such as employee's benefit, promotion, performance skill and abilities of current job.

CHAPTER 3

ORGANIZATION SUPPORT OF KOSPA LIMITED

This chapter firstly introduced the KOSPA Limited. Then it presents the employee perception on organizational support of KOSPA Limited.

3.1 Profile of KOSPA Limited

KOSPA Limited, a Myanmar-based third-party logistics (3PL) company, is the premier provider of Myanmar logistics services, including transportation and warehousing. KOSPA is a joint venture between Yoma Strategic Holdings Limited (Myanmar) and Kokubu & Co. (Japan). KOSPA provides an end-to-end logistics solution for agricultural, pharmaceutical, FMCG, and other clients throughout Myanmar. KOSPA focuses on providing best practice in logistics management for temperature-sensitive and ambient products using the latest technology and time-tested quality standards.

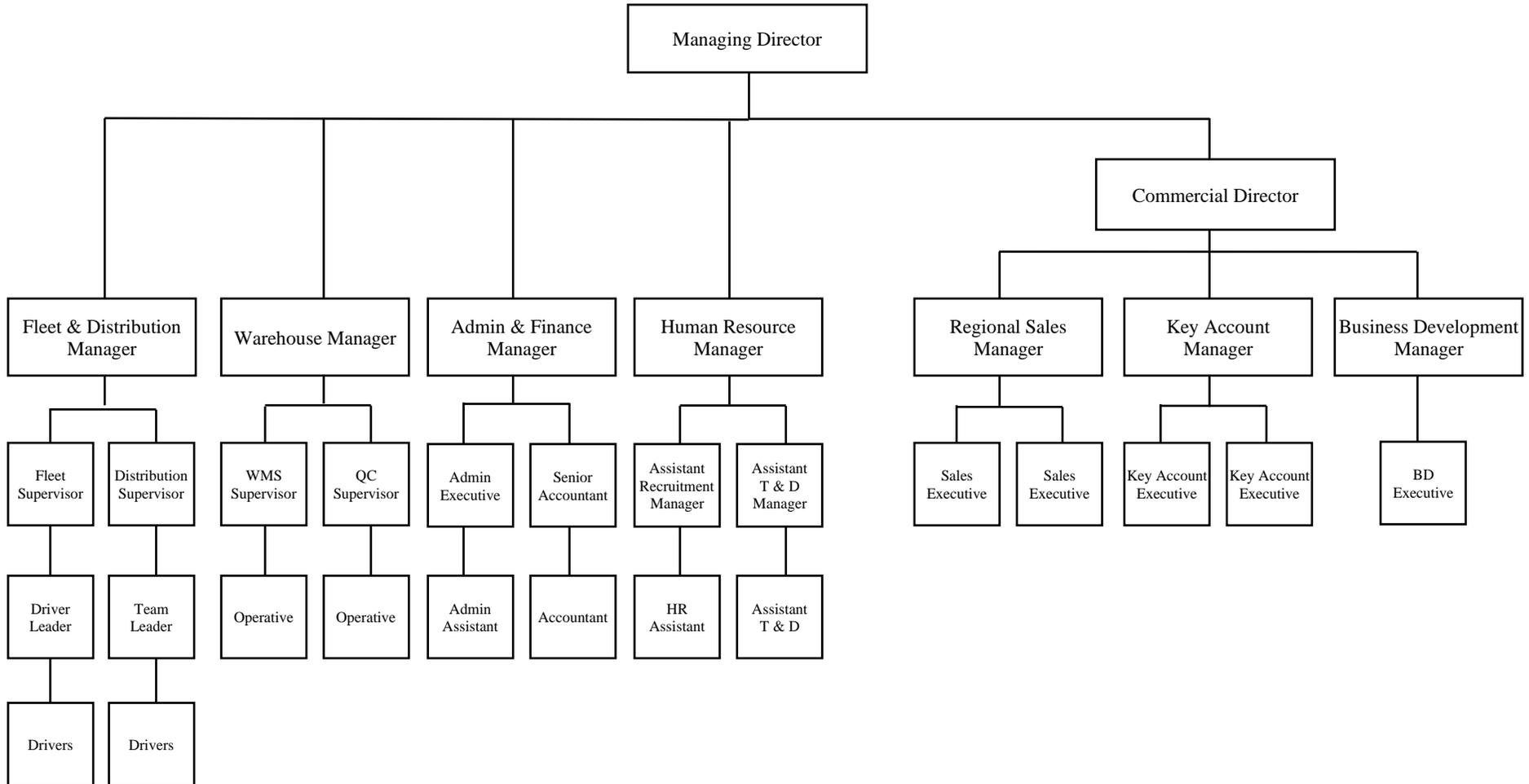
The vision statement of KOSPA Limited is to “Build A Better Myanmar for Its People”. The mission statement of KOSPA Limited is “To be the premier, world-class standard third-party logistics (3PL) company within Myanmar, with services accredited to ISO:9001 and 22000 standards”. With Myanmar’s high growth potential, KOSPA is uniquely positioned to be the trusted and preferred partner in 3PL and cold chain logistics, enabling Myanmar exporters and local businesses to meet rigorous international standards and provide a world-class logistics service for local Myanmar businesses. KOSPA’s focus on cold chain logistics and investment in state-of-the-art multi-temperature warehousing and transport infrastructure results in the capability within Myanmar to manage temperature sensitive product logistics to world-class standards.

3.1.1 Organization Structure of KOSPA Limited

KOSPA Limited is organized with seven main departments which are Fleet and Distribution Department, Warehouse Department, Administration and Finance Department, Human Resources Department, Sales and Marketing Department, Finance and Accounting Department and Business Development Department. Under each department, the functional staffs are operating their tasks in line with the organization

goals. The organization structure of KOSPA Limited is shown in Figure (3.1) outlines the position level and responsibilities, authorities and relationships between individuals within the organization. As a distribution company, we want to provide effective customer service with good and qualified employee. Engaged employee concentrate on the goals of organization and as a result the organization can contribute to the success of company and that all their abilities are being utilized. It is critical to understand the among the employee in different department with various job scopes in the company. The factor that influence an employee's job satisfaction in a company is also important for a successful operation. Thus, 274 employees take parts in this study using Likert scale questionnaires. In the study the relationship among organizational supports, supervisor supports, coworker supports, and organizational commitment are accessed scientifically. This study intends to find out which factor influence employee's Job satisfaction in current company based on different job characteristics by conducting an employee survey. This survey will become a baseline data for this company and more surveys will have to be performed in future years as a n ongoing process. This study is excepted to provide valuable information on effects of organizational support and organizational commitment. Hence, it will provide helpful information in redesigning jobs based on the analysis report which can contribute to the company' further success.

Figure (3.1) Organization Structure of KOSPA Limited



Source: KOSPA Limited (2019)

According to Figure (3.1), KOSPA Limited is managed and controlled by Managing Directors. Under the leading of Managing Directors has seven department includes Fleet and Distribution Department, Warehouse Department, Administration and Finance Department, Human Resources Department, Sales and Marketing Department, Finance and Accounting Department and Business Development Department. For each of department, this company is appointed Manager to control, monitoring and guideline on their relative department employee performance. The number of staffs is shown in the following Table (3.1).

3.2 Research Design

This section consists of two parts such as sampling procedure, data collection and analysis of the relationship between organization support and organizational commitment, and then organizational commitment and job satisfaction.

3.2.1 Sampling Procedures

To collect primary data from employees of KOSPA Limited, sample random sampling methods is used by the survey structured questionnaires. Among 247 employees of KOSPA Limited, data is collected from 120 employees.

3.2.2 Data Collection and Data Analysis

This study applies questionnaires as the data collection methods. Questionnaires are developed with Likert-type questionnaires with 5-point scale. Both primary and secondary data are used. The questionnaire was delivered to KOSPA Limited's employees at the beginning of October 2019. The person responsible for the delivery and the collection of the questionnaires was the Managing Directors of the KOSPA Limited. When the questionnaire was designed, the copies were sent to him for distributing the questionnaires to some employees. KOSPA Limited had 247 employees. Among these employees, the primary data collection was performed through personal interview with employees and structured questionnaire with 120 out of 247 employees by using sample random sampling methods to analysis the relationship between organizational support and organizational commitment and job satisfaction of KOSPA Limited. The questionnaire

was available for filling in for one week. Secondary data was collected from relevant text books, previous research paper, and company's record and internet website.

This study was used both descriptive and inferential data analysis techniques to analyze the collected data. The relevant data collected for the study was processed, analyzed and interpreted through SPSS (statistical package for social science) software that includes Cronbach's alpha reliability test, descriptive analysis and multiple regression analysis. The respondents' demographic characteristics were analyzed by descriptive method as well as the responses regarding the relationship between organization support factors and organizational commitment and job satisfaction were analyzed by using mean and standard deviation. On the other hand, the relationship between the organization supports factors (the independent variables) and organizational commitment (the dependent Variable), and then the relationship between organizational commitment (the independent Variable) and job satisfaction (the dependent Variable) was analyzed by using inferential data analysis technique such as multiple regression techniques.

3.3 Reliability of Test

Before analysis organization support factors and its effect, reliability test is conducted initially. Reliability refers to the extent to which a scale produces consistent results, if the measurements are repeated a number of times. Reliability analysis is determined by obtaining the proportion of systematic variation in a scale, which can be done by determining the association between the scores obtained from different administrations of the scale. According to the Zikmund and Bahin (2010), they consider very good reliability when the Cronbach's alpha value is between 0.80 and 0.95, the alpha value between 0.70 and 0.80 shows as good reliability, it is tended to think of the alpha value between 0.60 and 0.70 as fair reliability and an alpha value less than 0.6 is consider to be poor reliability. In this study, the alpha value for each of the variable is described in following Table (3.1).

Table (3.1) Reliability Test of the Variables

Sr. No.	Variables	Number of Items	Alpha
1	Organizational Support	7	0.881
2	Supervisor Support	7	0.838
3	Coworker Support	7	0.863
5	Organizational Commitment	8	0.755
6	Job Satisfaction	8	0.727

Source: Survey Data (2019)

In Table (3.1), the alpha values for all of variable - each of the independent variables (organizational support, supervisor support and coworker support), and dependent variable (organizational commitment and job satisfaction) are demonstrated a high level of reliability because all of the alpha values of scale items are 0.7 and above. Therefore, scale items directed toward one dimension. It can be concluded that scale items of questionnaires are consistent and reliable.

3.4 Demographic Profile of Respondents

In this study, a total of 120 respondents were survey to analysis the organizational support on KOSPA Limited. The data is collected using 5 Linkert scale questionnaires from employee of KOSPA Limited. Respondents selected using simple random sampling method. To analyze the profile respondents, demographic data such as gender, age, marital status, education level, position at Job, department, working experiences and monthly incomes level were explored.

At present, 274 employees are recruited to operate each functional responsibility with respective roles and positions in which there are manager, assistant manager, executive, supervisor, accountant (junior and senior), staff/ assistant and general workers' levels respectively. The Management level of KOSPA Limited consists of 11 persons. In addition, executive level and supervisor level of KOSPA Limited includes totally 64 persons. The account (senior and junior) consists of 37 persons. The staffs' level consists of 113 persons. KOSPA Limited is appointed 49 persons to operate office's security, cleaning and driving.

Table (3.2) Demographic Profile of Respondents

Sr. No.	Demographic Character (Variables)	Frequency	Percentage (%)	
1	Gender	Male	79	65.83
		Female	41	34.17
2	Age	21 – 25 Years	11	9.17
		26 – 30 Years	20	16.67
		31 – 35 Years	33	27.5
		36 – 40 Years	24	20
		41 – 45 Years	22	18.33
		Above 46 Years	10	8.33
3	Marital Status	Single	55	45.83
		Married	65	54.17
4	Education Level	High School	12	10
		Graduate	85	70.83
		Postgraduate	23	19.17
5	Position Level	Manager	5	4.17
		Assistant Manager	7	5.83
		Executive	12	10
		Supervisor	28	23.33
		Staffs	35	29.17
		General Workers	33	27.5
6	Department	Administration	19	15.83
		Human Resources	17	14.17
		Finance and Accounting	14	11.67
		Warehouse and Storage	24	20
		Sale and Marketing	16	13.33
		Operation	30	25
7	Working Experiences (Year)	Less than 1 year	11	9.17
		1 Year – 3 Years	39	32.5
		3 Years – 5 Years	46	38.33
		5 Years – 7 Years	12	10
		7 Years – 9 Years	4	3.33
		More than 9 Years	8	6.67
8	Income (Kyats)	Below 200,000	18	15
		200,001 – 400,000	68	56.67
		400,001 - 600,000	24	20
		600,001 - 800,000	5	4.16
		800,001 – 1,000,000	3	2.5
		1,000,001 – 1,500,000	2	1.67
Total		120	100	

Source: KOSPA Limited (2019)

According to the Table (3.2), gender of respondents is classified into two groups such as male and female. The percentage of the gender of the respondents is found male respondents are 65.83percent while female respondents are 34.17 percent the survey. Therefore, most of respondents are male respondents.

Age of respondents can be divided into six groups; under 20, between 21 and 25 years, between 26 and 30 years, between 31 and 35 years, between 36 and 40 years and above 40 years. It was found that, 11 respondents representing 9.17 percent are between 21 and 25 years, 20 respondents representing 16.67 % are between 26 and 30 years, 33 respondents representing 27.50 percent are between 31 and 35 years, 24 respondents representing 20.00 percent are between 35 and 36 years, 22 respondents representing 18.33 percent are between 40 and 45 years and 10 respondents representing 8.33 percent are above 46 years. It is found that there are more respondents are 31 and 35 years.

Marital status of respondents can be divided into two groups; single and married. According to Table (3.2), 55 respondents are single and 65 respondents are married. In terms of percentage, 45.83 percent of respondents are single, and 54.17 percent of respondents are married. It is found that most of the respondents are married; therefore, are married respondents are the major distribution of the sample.

Education level of respondents is classified into five groups. There are high school, college or university student (studying), graduate level and postgraduate. It was found that, 12 respondents are high school level, 85 respondents are graduated, and 23 respondents are postgraduate. As percentage, 10.00 percent of respondents are high school level, 70.83 percent of respondents are graduated, and 19.17 percent of respondents are postgraduate. It can be founded that most of the respondents are graduated level.

Position of respondents is classified into six groups. There are directors, manager, assistant manager, executive, supervisor and staffs. According to above table results, the percentage of the position level of 5 respondents representing 4.17 percent are manager, 7 respondents representing 5.83 percent are assistant manager, 12 respondents representing 10 percent are executive, 28 respondents representing 23.33 percent are supervisor, 35 respondents representing 29.17 percent are staffs and 33 respondents representing 27.50 percent are general workers.

Department of respondents is classified into nine groups. There are administration, finance & accounting, auditing, sales and marketing, logistic, human resource, engineering, operation and other. It was found that, the percentage of the department of 19 respondents representing 15.83 percent are administration, 17 respondents representing 14.17 percent are human resources, 14 respondents representing 11.67 percent are finance and accounting, 24 respondents representing 20.00 percent are warehouse and storage, 16 respondents representing 13.33 percent are sale and marketing and 30 respondents representing 25.00 percent are operation. It can be founded that most of the respondents are operation department.

Experience years of respondents are classified into five groups: less than 1 year, between 1 and 3 years, between 3 to 5 years, between 5 and 7 years, between 7 and 9 years and more than 9 years. Experience years of respondents in KOSPA Limited is founded that 11 respondents describing 9.17 percent are less than 1 year, 39 respondents describing 32.50 percent are between 1 and 3 years, 46 respondents describing 38.33 percent are between 3 and 5 years, 12 respondents describing 10 percent are between 5 and 7 years, 4 respondents describing 3.33 percent are between 7 and 9 years and 8 respondents describing 6.67 percent are more than 9 years. It can be founded that most of the respondents are 3 years and 5 years.

Monthly salary of respondents is classified into seven groups: below 200,000 kyats, between 200,001 and 400,000kyats, between 400,001 and 600,000 Kyats, between 600,001 and 800,000 Kyats, between 800,001 and 100,000 Kyats, between 1,000,001 and 1,500,000 Kyats, and more than 1,500,000 Kyats. According to the Table (3.1), monthly salary of respondents in KOSPA Limited is found that 18 respondents describing 15.00 percent are below 200,000 Kyats, 68 respondents describing 56.67 percent are between 200,001 and 400,000 Kyats, 24 respondents describing 20.00 percent are between 400,001 and 600,000 Kyats, 5 respondents describing 4.16 percent are between 600,001 and 800,000 Kyats, 3 respondents describing 2.5 percent are between 800,001 and 1,000,000 Kyats and 2 respondents describing 1.67 percent are between 1,000,001 and 1,500,000 Kyats. It can be founded that most of the respondents got between 200,001 and 400,000 Kyats.

3.5 Employee Perception on Organization Support

In this study, organization support is measured with three aspects: organizational support, supervisor support and co-worker support.

3.5.1 Organizational Support

Organizational support is measured with seven items. The mean and standard deviation values of these items are shown in Table (3.3).

Table (3.3) Organizational Support

Sr. No	Particular	Mean	SD
1.	Helping for problem	3.65	0.682
2.	Supporting and providing for training	3.65	0.669
3.	Supporting allowances	3.64	0.731
4.	Helping for promotion, salary and personal problem	3.50	0.733
5.	Contribution of workers	3.68	0.724
6.	Providing better employee benefits	3.69	0.696
7.	Providing the occupational health and safety	3.68	0.733
	Overall Mean	3.64	

Source: Survey Data (2019)

According to the results Table (3.3), the overall mean value of employee perception on organizational support is 3.64. This result means that this organization well support on their employee at work place by providing leave allowance, promotion, career development program, health and safety practices and etc., to improve organization commitment and job satisfaction level in the workplace.

Among these factors, the item that the organization would persuade me to stay by providing better employee benefits if I decide to quit from this organization have maximum mean value is 3.69. This result indicates that this organization's support factors have many advantages to retain skillful employees by motivating attractive incentive payment or employees' benefits likes leave allowance, health care, insurance, personal services, job related services and etc., to all employees.

The items for the organization are willing to help employees when employees need a special favor such as promotion, salary, personal problem have the minimum mean value is 3.50. This result indicates that employees have a little chance to a special favor for promotion, salary, personal problem because the organization is also evaluated depend on each employees' job performance and work record to promote or give for these cases.

3.5.2 Supervisor Support

Supervisor support is measured with seven items. These are calculated and presented in Table (3.4).

Table (3.4) Supervisor Support

No	Particular	Mean	SD
1	Enjoying with qualified supervisor	3.47	0.829
2	Effectively communicating the goals and strategies	3.79	0.634
3	Taking prompt and fair corrective action	3.63	0.647
4	Always giving the necessary support for work efficiency	3.56	0.754
5	Allowing to participate in decisions making	3.35	0.763
6	Giving clear instructions and giving advice.	3.42	0.836
7	Planning and working objectives with employees	3.63	0.647
	Overall Mean	3.55	

Source: Survey Data (2019)

According to the Table (3.4), the overall mean value is 3.55 because this organization's supervisor can support on their subordinates or employees by providing suggestion and guiding to take efficiency in their work and reduce lead time.

The maximum mean value is 3.79 among seven factors of supervisor support. This result means that supervisor of this organization well communicates the goals and strategies of department and organization because the nature of third-party logistics business frequently occurs minor or major miscommunication likes time delay for transportation process, information sharing at their work place that supervisors can supported to know and share rapidly information to their subordinates with clearly job instruction.

The minimum mean value of employee perception on the supervisor support is 3.35 at the company's supervisor allowed me to participate in decisions making process regarding departmental job. This result indicates that employees has a little chance to participate in decision making process in department job.

3.5.3 Coworker Support

Coworker support is measured with seven items. The mean value and standard deviation for each statement is presented in Table (3.5).

Table (3.5) Coworker Support

No	Particular	Mean	SD
1	Feeling confident about the skills of coworkers	3.63	0.810
2	Informing the work to be done.	3.63	0.789
3	Relationship with co-workers is very cordial	3.83	0.585
4	Feeling that majority are competent	3.67	0.653
5	Trying hard to be fair in dealings with others	3.68	0.624
6	Keeping their promises and value their integrity	3.87	0.579
7	Communicating in transparency	3.83	0.575
	Overall Mean	3.73	

Source: Survey Data (2019)

According to the results of Table (3.5), the overall mean value is 3.73 which mean that the employees agree on coworker support factors of their organization.

Among the factors, the item that most of my co-workers or other employees in this organization keep their promises and value their integrity has the maximum mean value is 3.87. This result indicates that company's co-workers and other employees have good human practices or ethnics which can less fear and worry for each employee privacy.

But the item that employees feel very confident about the skills of their coworkers of this organization and co-workers or other employees in this organization have well informed the work to be done has the minimum mean value is 3.63. This result indicates

that organization is needed to choose skillful workers for each department to support and coordinate on their coworkers and job. In addition, employees of this organization are also needed to inform the work to be done at any condition or right time to support other coworker job.

3.5.4 Summary of Organization Support Activities of KOSPA Limited

Organization support activities of KOSPA Limited are measured with three factors in this study. They are organizational support, supervisor support and coworker support. The mean and standard deviation values for each factor are presented in Table (3.6).

Table (3.6) Summary of Organization Support

Sr. No	Particular	Mean Value
1.	Organizational Support	3.64
2.	Supervisor Support	3.55
3.	Coworker Support	3.73

Source: Survey Data (2019)

According to the Table (3.6), coworker support has the maximum mean value 3.73 among three variables of organization support factors of this organization. This mean that this organization's co-worker support variables has the ability to make a working environment a pleasure place to spend their employees time and the better social relations of the workplace is made a key contribution to employees' job satisfaction, reduce work stress and intention to quit in workplace.

On the other hand, supervisor supports have the minimum mean value 3.64 among three variables of organization support factors of this organization. This means that the company's supervisors are needed to support and respond with favorable treatment to their subordinates. By helping supervisor carry out their jobs more effectively, employees' efforts aid the organization, as well as their subordinate, leading to greater productivity.

CHAPTER 4

ANALYSIS ON THE EFFECT OF ORGANIZATION SUPPORT, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION IN KOSPA LIMITED

The main purpose of this chapter is to analyze the effect of organization support, organizational commitment and job satisfaction of KOSPA Limited in Yangon. The data are collected by personal interview with (120) employees of KOSPA Limited.

4.1 Analysis on the Effect of Organization Support on Organizational Commitment

In this section, the analysis report on effects of organization support on organization commitment. The independent variable is organization support and dependent variable is organization commitment. The regression analysis is to test the organization support on organizational commitment of employee in KOSPA Limited.

4.1.1 Organizational Commitment

This section analyses the effect of organization support on organizational commitment. Organizational commitment is measured with eight items. These are calculated and presented in Table (4.1) and the finding will be discussed below.

Table (4.1) Organizational Commitment

Sr. No.	Particular	Mean	SD
1.	Getting cares	3.87	0.593
2.	Receiving fate	3.57	0.658
3.	Great deal of meaningfulness	3.83	0.706
4.	Willing recommends	3.48	0.722
5.	Not thinking to leave	3.68	0.676
6.	Feeling very happy	3.67	0.653
7.	Rewarding	3.62	0.735
8.	Having proud	3.32	0.767
	Overall Mean	3.63	

Source: Survey Data (2019)

According to Table (4.1), employee perception on organizational commitment's overall mean value is 3.63. This result presents the agreement level. Among these factors, the item that the organization cares about my general satisfaction at work has maximum mean value, 3.87. This result means that the organization cares on their employees to create work life balance can enhance employee's satisfaction level by providing organizational supporting factors, creating better supervisor and coworker support.

But the item that employees are proud to tell others that is a part of this organization has minimum mean values, 3.32. This result indicates that employees are rare to tell other about their organization and work lifestyle at their personal life.

4.1.2 Analysis on the Effect of Organization Support on Organizational Commitment

The effect of organization support on organizational commitment and job satisfaction of KOSPA Limited can determine through correlation analysis and multiple regression analysis.

Multiple linear regression analysis is conducted to test the proposed objectives of the relationship between organization support factors (organizational support, supervisor support and coworker support) and organizational commitment. The results of multiple linear regression analysis are shown in Table (4.2).

Table (4.2) Effect of Organization Support on Organizational Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.125	0.155				
Organizational Support	0.553***	0.030	0.716	18.255	0.000	1.1100
Supervisor Support	0.185***	0.032	0.230	5.825	0.000	1.120
Coworker Support	0.223***	0.035	.263	6.446	0.000	1.191
R						0.915
R Square						0.838
Adjusted R ²						0.834
Durbin Watson						1.981

Source: Survey Data (2019)

*10% significant level, ** 5% significant level, *** 1% significant level

The value of R square is (0.838), thus this specified model could explain about 81% relationship between independent variable – organization support factors (organizational support, supervisor support and coworker support) and dependent variable (organizational commitment) at KOSPA Limited. The model can also explain 83% (Adjusted R² = 0.834) about the variance of dependent variable (Organizational Commitment) with dependent variable (Organizational support, Supervisor Support and Coworker Support). The value of R square is (0.840) thus this specified model could explain about 84 percent relationship between independent variable and dependent variables at KOSPA Limited. The Durbin Watson value is close to 2 (1.981). Therefore, it

indicates that there is no sub correlation in sample. All VIF values are less than 10. Thus, it shows that there is no multicollinearity problem in this case. This means that there is no correlation among independent variables.

According to the analysis, supervisor support has positive significant on organizational commitment. It is because supervisor of this organization has effectively communicating skills to share and perform the goals and strategies with their employees by giving the necessary support for work efficiency. In addition, supervisor of this organization always emphasis to take prompt and fair corrective action on problem likes employees' affairs or department cases. And, supervisor of this organization allows employees to participate in decisions making that it can improve their motivation and commitment level on organization. Moreover, employees of this organization are also enjoying qualified supervisor because the nature of third-party logistics business frequently occurs minor or major problem likes time delay for transportation process, information sharing at their work place that supervisors can explain and solve problem by applying their skill and experiences.

According to analysis, coworker support has the expected positive sign and significant. It shows that coworker support leads to an increase in organizational commitment of KOSPA Limited. One unit increase in coworker support will lead to units rise in organizational commitment. This result means that employees of this organization is feeling confident about the skills of coworkers and rapidly informing the work to be done. In addition, employee of this organization can build good relationship and communicating in transparency with their co-workers. That's why, like organizational support, supervisor support and coworker support also play a significant role in organizational commitment of KOSPA Limited.

In conclusion, three elements of organizational support, supervisor support and coworker support play a significant role in organizational commitment of KOSPA Limited. Therefore, to improve the organizational commitment of KOSPA Limited, employers and managers should focus more on increasing all of organization support factors of organizational support, supervisor support and coworker support of KOSPA Limited impact on organizational commitment. For KOSPA Limited to improve their organizational commitment, managers and employers should emphasize on these all three dimensions.

4.2 Analysis on the Effect of Organization Commitment on Job Satisfaction

In this section, the analysis report on effects of organizational commitment on organization job satisfaction. The independent variable is organizational commitment and dependent variable is job satisfaction. The regression analysis is to test the organizational commitment on job satisfaction of employee in KOSPA Limited.

4.2.1 Job Satisfaction

Job satisfaction is measured with eight items. The mean value and standard deviation for each statement is presented in Table (4.3).

Table (4.3) Job Satisfaction

Sr. No.	Particular	Mean	SD
1	Satisfying benefits	3.88	0.616
2	Opportunities for advancement	3.60	0.715
3	Not willing to lose	3.67	0.781
4	Satisfying with duties and responsibilities	3.66	0.761
5	Satisfying with working	3.87	0.593
6	Satisfying on supervisors	3.57	0.867
7	Satisfying coworkers	3.57	0.807
8	Satisfying on skills and abilities	3.57	0.719
	Overall Mean	3.67	

Source: Survey Data (2019)

According to the results of Table (4.3), the overall mean value is 3.67. This result indicates that the company provides many kinds of employee job satisfaction activities to all employees by providing better benefits, career development, building good supervisor and coworker relation within the organization.

Among the factors, the item that employees are satisfied on this organization because of organization really take care of their benefit have the maximum mean value is

3.95. This result indicates that this organization always provide employee benefits activities according to labor law for all employees.

But the item that employees satisfy on their supervisor because who promotes an atmosphere of teamwork in this organization and trusts on subordinates, satisfy on their coworkers who are competent in their working area of expertise and clear feedback support and satisfy their job which can utilizes to the best skills and abilities between my team and organization has minimum mean value. This result means that employees of this organization want to get trust from their supervisor for their skills and work performance. In addition, most of coworkers weak working experiences to receive job relative support. Furthermore, this company few chances to utilizes to the best of skills and abilities between team and organization.

4.2.2 Analysis on the Effect of Organizational Commitment on Job Satisfaction

In this section presents, the linear regression analysis was conducted to test the relation between organizational commitment and job satisfaction. The results are showed in Table (4.4).

Table (4.4) Effect of Organizational Commitment on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.512	0.283				
Organizational Commitment	0.595***	0.078	0.577	7.674	0.000	1.000
R						0.577
R Square						0.333
Adjusted R ²						0.327
Durbin Watson						1.638

Source: Survey Data (2019)

*10% significant level, ** 5% significant level, *** 1% significant level respectively.

According to the results shown in Table (4.4), there is organization commitment which relates to the job satisfaction of KOSPA Limited. All the values of significant are less than 0.5. Therefore, the result is significant of organizational commitment at 95% confidence interval.

The model can also explain 32% (Adjusted R² = 0.327) about the variance of dependent variable (job satisfaction) with independent variables (organizational commitment).

According to analysis, organizational commitment factors have positive significant influencing on job satisfaction. This result means that the organization cares on their employees to create work life balance can enhance employee's satisfaction level by providing organizational supporting factors, creating better supervisor and coworker support. And, most of respondent are recognized on their organization support factors likes providing benefits, creating opportunities for advancement, giving clearly duties and responsibilities with enough authority, good supporting and relationship of supervisors and coworkers and giving opportunities to utilize and show the best of skills and abilities to motivate for their work performance and improve job satisfaction. Therefore, organizational commitment factor is also identified one of influencing on job satisfaction.

In conclusion, organizational commitment factors are play a significant role in job satisfaction. Therefore, to improve the job satisfaction of KOSPA Limited, manager and employers should focus more on organizational commitment factors impact on job satisfaction.

CHAPTER 5

CONCLUSION

This chapter is the conclusion chapter including the findings and discussions, suggestions and recommendations, and needs for further research.

5.1 Findings and Discussions

The main purposes of this study are to analyze the effect of organization support on organizational commitment and to analyze the effect of organizational commitment and job satisfaction of KOSPA Limited in Yangon. The data are collected by personal interview with (120) employees of KOSPA Limited. Multiple linear regression analysis is conducted to reach these purposes

According to the demographic profile of respondents, male respondents are more than female respondents in gender group. The average age of respondent is between thirty-one and thirty-five years. Most of the respondents are married. The education level of respondents is graduated. Most of the respondents are assistant level because main workforce of this organization was assistant level employees. Most of the respondents are work at operation department. In length of services, the main respondents have services year between three years and five years in KOSPA Limited. In monthly income level, most of respondents have received between two lakhs and four lakhs kyats for their working in KOSPA Limited.

According to the results of reliability test, all variables are reliable. According to the mean values analysis of coworker support has the maximum mean value. Another side, supervisor support has the minimum mean value. It can be concluded that the company needs manage on supervisor support by providing suggestion and guiding to take efficiency in their work and reduce lead time.

From analysis on the effect of organization support on organizational commitment, it is found that organizational support is positively significant effects on organizational commitment of employees at the KOSPA Limited. Employees are committed to the company because they believe that their organization helps them when they face the work-related problems, they receive that their organization frequently supports and provides effective training, allowances and benefits by compliance with the

Myanmar labor law, and they are also sure that their organization is ready to help for their career development. They feel that their organization values their contribution.

From analysis, it is found that supervisor support is leading to organizational commitment of employees at KOSPA Limited. Employees are committed to their organization because they enjoy with working with qualified supervisors, and they feel that their supervisors communicate to them effectively for accomplishment of goals and strategies of the organization. They are sure that their supervisors give support to them to do tasks effectively. Moreover, they receive opportunities to participate in making decision with supervisors. Their supervisors are taking into account their opinions in establishing the plans and objectives.

This study highlights that the coworker support is affecting positively on the organizational commitment of employees to KOSPA Limited. Employees are committed to KOSPA because they feel confident on the capabilities of their coworkers. They also believe that their coworkers inform them about the work to be done. Coworkers developed good relationship, keep promises, fair dealings and communicate in transparency each other.

The employees' organizational commitment is positively affecting on job satisfaction. This result means that the organization cares on their employees to create work life balance can enhance employee's satisfaction level by providing organizational supporting factors, creating better supervisor and coworker support. And, most of respondent are recognized on their organization support factors likes providing benefits, creating opportunities for advancement, giving clearly duties and responsibilities with enough authority, good supporting and relationship of supervisors and coworkers and giving opportunities to utilize and show the best of skills and abilities to motivate for their work performance and improve job satisfaction. Therefore, organizational commitment factor is also identified one of influencing on job satisfaction

5.2 Suggestions and Recommendations

The suggestions and recommendations of this study are aimed to advantages of KOSPA Limited. This study helps the employees of KOSPA Limited to realize whether the organization support factors can effect on organizational commitment and job satisfaction.

Organizational support is the significant factor that positively effect on organizational commitment. Organizational support plays a significant role in improving organizational commitment. Therefore, company should maintain and create more its organizational support factors for their employee to improve more organizational commitment level by helping for problem, supporting and providing for training/ refresh training, supporting leave allowances and employee benefits, creating opportunities for promotion and salary depend on their job performance, allowing decision making and conducting periodic reviews to assess health and safety standards in the workplace and following health and safety law and regulations for all employees.

In addition, supervisor support is leading to organizational commitment of employees at KOSPA Limited. Thus, this organization should maintain its supervisor support for their employees to increase more commitment level on organization by allowing employees to participate in decisions making, using appropriate leadership skill on employee's condition, taking prompt and fair corrective action on problem, the necessary support for work efficiency and effectively communicating the goals and strategies to improve employees' motivation and commitment level on organization.

Furthermore, this organization should maintain and practices on its current coworker support factors because this factor is also significant effects on organizational commitment. This organization should more emphasize to choose skillful workers for each department to support and coordinate on their coworkers and job. In addition, employees of this organization are more practices to inform the work to be done at any condition or right time to support other coworker job.

From survey data, it is found that employees are highly satisfied with working environment with full of good communication and receiving the care on their benefits. Thus, KOSPA Limited needs to maintain these factors for high employee satisfaction. It is also found that they feel they cannot get best chance to show their skills and abilities as best as they can. Thus, KOSPA should provide more chance to utilize their talents.

From analysis on organizational commitment of employees, it is found that, although they perceive that they are receiving meaningfulness feeling, employees are not too proud to tell about they are working at KOSPA Limited. Thus, KOSPA Limited should emphasize to pay recognition and rewards for employees' feeling of proud, and also pay attention to company's people image. Employees perceive that they do not

receive much support from their supervisors. Thus, company should provide leadership training to supervisors or middle level managers. Moreover, company should evaluate motivation of supervisors and middle level managers.

From survey data, it is found that employees are highly satisfied with working environment with full of good communication and receiving the care on their benefits. Thus, KOSPA Limited needs to maintain these factors for high employee satisfaction. It is also found that they feel they cannot get best chance to show their skills and abilities as best as they can. Thus, KOSPA should provide more chance to utilize their talents. From analysis on organizational commitment of employees, it is found that, although they perceive that they are receiving meaningfulness feeling, employees are not too proud to tell about they are working at KOSPA Limited. Thus, KOSPA Limited should emphasize to pay recognition and rewards for employees' feeling of proud, and also pay attention to company's people image. Employees perceive that they do not receive much support from their supervisors. Thus, company should provide leadership training to supervisors or middle level managers. Moreover, company should evaluate motivation of supervisors and middle level managers.

5.3 Needs for Further Research

This study is mainly analyzed the effect of organization support and organizational commitment and job satisfaction of KOSPA Limited in Yangon according to the available data. The data are collected from employees of KOSPA Limited totally 120 employees using convenience sampling methods. The study focuses on the effect of employee perception on organization support and organizational commitment of KOSPA Limited and then, the effect of organizational commitment on job satisfaction of KOSPA Limited. There are some limitation of time, cost and data in this study. Another limitation is that questionnaires are randomly distributed to respondents at on time.

Further research should emphasize the limitations of this study to focus additional factors that are not considered in this study to create the effect of organization support and organizational commitment. For further study, other aspects of organization support such as the career development support, financial support and other aspects like internal corporate social responsibility should be focused. Moreover, in this study, employee commitment is approached from general view. For further research, the commitment

should be approached from three specific views such as affective commitment, normative commitment, and continuance commitment. In addition, the further research should be studied the relationship between organization support and employee commitment and then employee commitment and job satisfaction or employee retention in other logistics companies or other industries like bank, education, hotels etc.,

REFERENCES

- Akhtar, A., Durrani, A. B., Hassan, W., (2015). "The Impact of Organizational Commitment on Job Satisfaction and Job Performance: An Empirical Study from Pakistan", *Journal of Business and Management*, 17 (16), 75-80.
- Amoah, V. A. and Baum, T. (1997). "Tourism education: policy versus practice", *International Journal of Contemporary Hospitality Management*, 9 (1), 5–12.
- Aube, C., Rousseau, V. and Morin, M.E., (2007). "Perceived organizational support and organizational commitment: The moderating effect of locus of control and work autonomy", *Journal of Managerial Psychology*, 22 (5), 479-495.
- Beck, K. and Wilson, C., (2000). "Development of Affective Organizational Commitment: A Cross-Sequential Examination of Change with Tenure", *Journal of Vocational Behavior*, 56 (1), 114 –136.
- Buchanan, B., (1974), "Building organizational commitment: The socialization of managers in work organizations", *Journal of Administrative Science Quarterly*, 19 (4), 533-546.
- Evans, N., Campbell, D., Stonehouse, G., (2003). "Strategic Management for Travel and Tourism", Butterworth-Heinemann, Oxford.
- Fuller, J.B., Barnett, T., Hester, K. and Relyea, C., (2003). "A social identity perspective on the relationship between perceived organizational support and organizational commitment", *Journal of Social Psychology*, 143 (6), 789-791.
- Ghani, M. A., (2006). "Hospitality and tourism education in the making", *Journal of Teaching in Travel & Tourism*, 6 (2), 71-87.
- Hashm, M. S., (2015). "Impact of Perceived Organizational Support on Employee Retention with Mediating Role of Psychological Empowerment", *Pakistan Journal of Commerce and Social Sciences*, 9 (1), 18-34.
- Iverson, R.D. and Buttigieg, D.M., (1999). "Affective, normative, and continuance commitment: can the 'right kind' of commitment be managed?", *Journal of Management Studies*, 36 (3), 307-319.

- Kanaga, K. and Browning, H., (2007). Maintaining team performance, ideas into action guidebooks, Center for Creative Leadership, US.
- Kusluvan, S. and Kusluvan, Z., (2000). "Perceptions and attitudes of undergraduate tourism students towards working in the tourism industry in Turkey", *Journal of Tourism Management*, 21(3), 251–69.
- Locke, E.A., (1969) 'What is job satisfaction?', *Journal of Organizational Behavior and Human Performance*, 4(4), 309–336.
- McNeese-Smith D.K., (1997), "The influence of manager behavior on nurses' job satisfaction, productivity and commitment", *Journal of Nursing Administration*, 27 (1), 47 – 55.
- Meyer J P and Herscovitch L (2001), "Commitment in the Workplace: Toward a General Model", *Human Resource Management Review*, 11 (1), 299-326.
- Meyer, J.P. and Allen, N.J. (1997), *Commitment in the Workplace: Theory, Research and Application*, Sage Publishes, London.
- Meyer, J.P., and Herscovitch, L., (2001). "Commitment in the workplace: Toward a general model", *Human Resource Management Review*, 11 (1), 299-326.
- Morrow, P.C., (1993). *The Theory and Measurement of Work Commitment*, JAI Press Inc., United States.
- Mowday, R.T., Porter, L.M., and Steers, R.M., (1982). *Employee-Organizational Linkage: The Psychology of Commitment, Absenteeism, and Turnover*, Academic Press, New York.
- O'Driscoll, M.P. and Randall, D.M., (1999). "Perceived organizational support, satisfaction with rewards, and employee job involvement and organizational commitment", *Journal of Applied Psychology*, 48 (2), 197-209.
- Osman Culha, (2010). "The Effects of Organizational Training on Organizational Commitment", *International Journal of Training and Development*, 14 (4), 309-322.
- Porter, L.W., Steers, M.R., Mowday, T. R. and Boulian, V.P., (1974). "Organizational commitment, job satisfaction, and turnover among psychiatric technicians", *Journal of Applied Psychology*, 59 (5), 603-609.

- Randeree, K. and Chaudhry, A.G., (2007), "Leadership in project managed environments: employee perceptions of leadership styles within infrastructure development in Dubai", *International Review of Business Research Papers*, 3 (4), 220-32.
- Rhoades, L., Eisenberger, R. and Armeli, S., (2001). "Affective commitment to the organization: The contribution of perceived organizational support", *Journal of Applied Psychology*, 86 (5), 825-836.
- Rhoades, L. and Eisenberger, R., (2002). "Perceived organizational support: A review of the literature", *Journal of Applied Psychology*, 87 (4), 698-714.
- Riggle, R.J., Edmondson, D.R. and Hansen, J.D., (2009). "A meta-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research", *Journal of Business Research*, 62 (10), 1027-1030.
- Robbins, S.P., and Judge, T.A., (2009). "Organization Behavior", (13th ed.), Pearson Prentice Hall, New Jersey.
- Rowden, R.W., (2002). "The relationship between workplace learning and job satisfaction in U.S. small to midsize businesses", *Journal of Human Resource Development*, 13 (4), 407-425.
- Saibang, P. and Schwindt, R. C., (1998). "The need for employee training in hotels in Thailand", *International Journal of Training and Development*, 2(3), 205-14.
- Settoon, R.P., Bennett, N. and Liden, R.C., (1996). "Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity", *Journal of Applied Psychology*, 81 (3), 219-227.
- Sheldon, M., (1971). "Investments and involvements as mechanisms producing commitment to the organization", *Journal of Administrative Science*, 16 (1), 143-150.
- Spector, P. E., (1997). "Job satisfaction: Application, assessment, causes, and consequences", Sage Publication Inc., US.
- Storey, J., (1995). *Human resource management: Still marching on or marching out?*, Routledge, London.

- Suliman, A. & Iles, P., (2000). "Is continuance commitment beneficial to organizations? Commitment-performance relationship: A new look", *Journal of Managerial Psychology*, 15 (5), 407-422.
- Tansky, W.J. and Cohen, J.D., (2001). "The relationship between organizational support, employee development, and organizational commitment: An empirical study", *Journal Human Resource Development*, 12 (3):285 – 300.
- Terry Lam and Hanqin Zhang, (2001). "An investigation of employees' job satisfaction: The case of hotels in Hong Kong", *Journal of Tourism Management*, 22 (2), 157-165.
- Wiener, Y., and Vardi, Y., (1980). "Relationship between job, organization and career commitments and work outcomes: An integrative approach", *Journal of Vocational Behavior*, 26 (1), 81-96.
- Williams, L.J. and Hazer, J.T., (1986). "Antecedents and consequences of satisfaction and commitment in turnover models: A reanalysis using latent variable structural equation methods", *Journal of Applied Psychology*, 71 (2), 219-231.
- Worrell, T. G., (2004). "School Psychologists' Job satisfaction", *Journal of Educational, Health and Community Psychology*, 3 (2), 23-27.
- Yahya, K. K., Mansor, F. Z., Warokka, A., (2012). An Empirical Study on the Influence of Perceived Organizational Support on Academic Expatriates' Organizational Commitment, *Journal of Organizational Management Studies*, 12 (1), 1-13.
- Zikmund, W.G., Babin, B.J., Carr, J.C. and Griffin, M., (2010). *Business research methods*, (9th ed.), South-Western Cengage Learning Inc., US.

APPENDIX A
YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME
SURVEY QUESTIONNAIRE

Dear Respondent,

I am a Master of Business Administration (MBA) student of Yangon University of Economics. I am conducting research for my Master degree thesis on employee commitment of KOSPA Limited in Yangon. This instrument is aimed at gathering information from the employees concern with organization support on organizational commitment and job satisfaction on in this organization. I promised that all your information provided would remain confidential and this survey would be used exclusively for academic purpose.

Make the selected point with (✓)

Section A: General Characteristics of the Respondents

(Please tick where appropriate)

(1) Gender

Male Female

(2) Age (Year)

21 – 25 26 – 30 31 – 35
 36 – 40 41 – 45 46 and over

(3) Marital Status

Single Married Other

(4) Education Level

High School Graduate

Postgraduate Other

(5) Yours Position Level in Company

Manager Assistant Manager Executive

Supervisor Staff/Admin General Workers

Other

(6) Yours Department in Company

Administration Human Resources Finance & Accounting

Warehouse & Storage Sales and Marketing Operation

Other

(7) Years of experience

Less than 1 year 1 to 3 Years 3 to 5 Years

5 to 7 Years 7 to 9 Years More than 9 Years

(8) Monthly Income (Salary) level (Kyat)

Below 200,000 200,001-400,000 400,001-600,000

600,001-800,000 800,001-1, 000,000 1,000,001-1,500,000

Section (B) Employee's Survey Question

Please state the extent to which you agree or disagree with the following statements regarding employee commitment. (1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree and 5 Strongly Agree)

(1) For Perceived Organizational Support

Sr. No	Particular	1	2	3	4	5
1.	Your organization was help when you have a special problem in your work					
2.	Your organization frequently supports and provides concern with employees' career development program such as on/off-job- training, giving responsibilities and promotion.					
3.	Your organization really support and allowance concern with employee leave according to the Myanmar Labor Law.					
4.	Your organization is willing to help you when you need a special favor such as promotion, salary, personal problem.					
5.	The organization values the contribution of workers to its well being					
6.	The organization would persuade me to stay by providing better employee benefits if I decide to quit from this organization					
7.	Your organization well provides and manages on each employees concern with occupational health and safety workplace.					

(2) For Supervisor Support

Sr. No	Particular	1	2	3	4	5
1.	My supervisors are qualified, and I enjoy working with them					
2.	My Supervisor effectively communicates the goals and strategies of department and organization.					
3.	My supervisor takes prompt and fair corrective action on employees who fail to perform their work satisfactorily.					
4.	My supervisor always gives the necessary support to its employee's efficiency in their work.					
5.	My supervisor allowed me to participate in decisions making process regarding departmental job.					
6.	My supervisor gives me clear instructions and gives advice.					
7.	My supervisor is efficiency in making decision and establishes plans and work objectives with me.					

(3) For Perceived Coworker Support

Sr. No	Particular	1	2	3	4	5
1.	I feel very confident about the skills of my coworkers of this organization.					
2.	My co-workers or other employees in this organization have well informed the work to be done.					
3.	My relationship with my co-workers is very cordial					
4.	I feel that majority of my coworkers of this organization are competent in their area of expertise.					
5.	My co-workers or other employees in this organization try hard to be fair in dealings with others.					
6.	Most of my co-workers or other employees in this organization keep their promises and value their integrity.					

Sr. No	Particular	1	2	3	4	5
7.	Most of my co-workers or other employees in this organization communicate in transparency					

(4) For Organization Commitment

Sr. No	Particular	1	2	3	4	5
1.	The organization cares about my general satisfaction at work					
2.	I'm really take good care about the fate of this organization					
3.	This organization has a great deal of meaningful to me					
4	I always recommend this organization to my friends as a great organization to work for.					
5.	I never thought to leave this organization even the condition of this company is not stable for this moment					
6.	I would be very happy to spend the rest of my career with this organization.					
7.	I believe that this organization reward the abilities and accomplishment of workers.					
8.	I am proud to tell others that I am part of this organization.					

(5) For Job Satisfaction

Sr. No	Particular	1	2	3	4	5
1.	I am satisfied on this organization because of organization really take care of my benefit					
2.	I work and satisfy in this company because there have many opportunities for advancement					
3.	I work for this company because I do not want to lose my benefits such as – leave, insurance, financial reward and other by this organization					

Sr. No	Particular	1	2	3	4	5
4.	I am satisfied with my duty and responsibilities because of this organization's supervisor and managers can support necessary guidelines and suggestion on job related problems for me.					
5.	I am satisfied with my working environment because of this organization can create good communication from managers to employees.					
6.	I am satisfied on my supervisor who promotes an atmosphere of teamwork in this organization and trusts on subordinates.					
7.	I am satisfied on my coworkers who are competent in their working area of expertise and clear feedback support for me.					
8.	I am satisfied my job which can utilizes to the best of my skills and abilities between my team and organization.					

APPENDIX B

Regression Analysis for Effects of Organizational Support on Organizational Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.915 ^a	.838	.834	.17084	.838	199.739	0.000	1.981

a. Predictors: (Constant), Organization Support, Supervisor Support, Coworker Support,

b. Dependent Variable: Organizational Commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.489	3	5.830	199.739	.000 ^b
	Residual	3.386	116	.029		
	Total	20.874	119			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Organization Support, Supervisor Support, Coworker Support,

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics			
	B	Std. Error	Beta			Tolerance	VIF		
1	(Constant)	.125	.155		.805	.422			
	ORGANIZATION	.553	.030		.716	18.255	.000	.909	1.100
	SUPERVISOR	.185	.032		.230	5.825	.000	.893	1.120
	COWORKER	.223	.035		.263	6.446	.000	.839	1.191

a. Dependent Variable: Organizational Commitment

Regression Analysis for Effects of Organizational Commitment on Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.577 ^a	.333	.327	.35439	.333	58.897	.000	1.638

a. Predictors: (Constant), Organizational Commitment

b. Dependent Variable: Job satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.397	1	7.397	58.897	.000 ^b
	Residual	14.820	118	.126		
	Total	22.217	119			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Organizational Commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.512	.283		5.338			
	COMMITMENT	.595	.078	.577	7.674	1.000	1.000	1.000

a. Dependent Variable: Job Satisfaction