

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF ORGANIZATIONAL COMMITMENT ON
JOB PERFORMANCE OF EMPLOYEES AT
MSR COMPANY LIMITED**

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MBA II – 55

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COMPANY LIMITED

ACADEMIC YEAR (2017-2019)

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“A thesis submitted to the Board of Examiners in partial fulfillment of the requirements
for the degree of Master of Business Administration (MBA).”

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ABSTRACT

The purposes of this study are to examine the effect of organizational climate and emotional intelligence on organizational commitment and to analyze the effect of organizational commitment on job performance of employees at MSR Co., Ltd. The data are collected from 98 respondents of MSR Co., Ltd with structure questionnaires. It is found that teamwork and support, and fairness have positive effect on affective and continuance commitment. Role clarity and teamwork and support positively affect normative commitment. The findings indicate that social-skills has positive relationship with organizational commitment. Affective commitment and normative commitment affect job performance of employees. To obtain effective and productive job performance, organization should provide positive, energetic work environment.

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CHAPTER 1

INTRODUCTION

As today's businesses continue to struggle to survive or acquire sustainable competitive advantage, it is necessary for organizations to better understand the factors that influence employees and important employee-oriented work outcomes. Regarding to Riggle (2007), an excellent deal of interest in investigating employee perceptions of climate within the organization has been produced by the increasing significance placed on understanding employees and their behavior within the organization. Kanten and Ulker (2013) said working environment or employees' perception of climate has significant consequences for both individuals and organizational. Organizational climate is viewed as very important in the lifespan of the organizations due to its articulate effects and relations to the different regulatory activities. It affects employees' commitment and performance and the success of the organization. Halpin and Croft (1963) define the organization climate as internal characteristics that distinguish an organization from another that impact on individuals' behavior.

Emotion is a wide range of observable behaviors, expressed feelings, and changes in the state of mind and body. Moods, feelings, emotions, our enjoyments, and disfavours deliver individual meaning of lives and cause us to be happy or sad, satisfied or dissatisfied. Intelligence is the ability to accumulate and apply information and skills. Emotional Intelligence is the ability to deal with other people smoothly. By perceiving one's own feelings they'll understand and assess others. Emotional intelligence supports positive consequences for employees at any levels. Emotional intelligence is taken into account twice as necessary as technical skills and intellectual intelligence for all jobs at all levels. Emotional intelligence is proved to be a necessity for productive performance and career development and for enhancing employee outcomes including organizational commitment and job performance.

A high commitment to the organization will increase the responsibility and sincerity of employees in carrying out their duties. Employees who have a high commitment to the organization will work wholeheartedly and will fight for the progress of the organization, as a result of being part of the organization. Job performance is the result of employee work seen in the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization.

Job performance and organizational commitment of employees play a vital role in sustainable growth and development of firms. Thus, this study aims to measure the effect of organizational commitment and job performance.

1.1 Rationale of the Study

To increase company's sales and profit, to increase client's satisfaction, to attain client's loyalty, attitude and behavior of service provider staff at Service Company are crucial. Employee performance is depended on organizational commitment and vice versa, organizational performance is depended on employee performance. The company's performance is largely determined by the performance of qualified employees. Thus, organizational commitment and performance is vital for organization's long-term success.

MSR is a group of technical experts who take on projects that require special talents and out of box thinking. That's why they have the responsibility to give the specific service they want. For that kind of process, employees need to have seriousness, consciousness and commitment on their job. If not, business will fragile easily. This study explores the relationship between organizational commitment and job performance of employees at MSR Co., Ltd.

1.2 Objectives of the Study

The objectives of the study are as follows:

1. To analyze the effect of organizational climate and emotional intelligence on organizational commitment of employees at MSR Co., Ltd.
2. To analyze the effect of organizational commitment on the job performance of employees at MSR Co., Ltd.

1.3 Scope and Method of the Study

This study focuses mainly on the organizational climate, emotional intelligence, organizational commitment and job performance of employees at MSR Co., Ltd. In order to determine the sample size of the study, Yamane's formula is used ($n=N/(1+N(e)^2)$). There are 131 employees who are working in MSR Company Limited. This study only focuses only on fulltime employees. According to the calculation result, the sample size is 98 respondents. The respondents are surveyed by simple random sampling method. Primary

data is collected from the respondents by using structured questionnaires. Secondary data are used from textbooks, journals, articles, websites, and international thesis papers.

1.4 Organization of the Study

This study is organized with five chapters. Chapter one is the introduction of the study which includes rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two includes theoretical background of organizational climate, emotional intelligence, organizational commitment and job performance. In Chapter three, descriptive findings on organizational climate, emotional intelligence and organizational commitment are explained. Chapter four is analyzed the effect of organizational climate and emotional intelligence on organizational commitment and the effect of organizational commitment on job performance. Chapter five includes findings and discussions, suggestions and recommendations and need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

The theoretical background of organizational climate, emotional intelligence, organizational commitment and job performance are emphasized in this chapter. There are three parts in this chapter, background theory, empirical study and the conceptual framework of this study.

2.1 Organizational Climate

Organizational climate is the core circle of human environment within the boundaries of where the employees in an organization work. Climate affects each activity in an organization directly or indirectly and is affected by almost everything that happens within the organization. The survival and growth of any organization is directly affected by a favorable climate. Organizational climate is additionally stated as the “situational determinants” or “Environmental determinants” which that have an effect on human behavior. Organizational climate is somewhat like the personality of a person. Every individual has a personality that creates him distinctive and totally different from other persons. And each organization has different organizational climate that clearly distinguishes it from other organizations. Mostly, the organizational climate reflects a person’s perception of the organization to which he belongs.

Organizational climate is the set of measurable properties of the work environment that is either directly or indirectly perceived by the employees who work within the organizational environment that influences and motivates their behavior (Holloway, 2012). An organizational climate refers to the values, beliefs that are not visible but exist within the employee behavior and action (Moghimi and Subramaniam, 2013). For the development of an organization, it is necessary to make employees feel good, as employees are the key resources of an organization. Regarding with changing scenarios in the world economy, if companies need very smart, innovative, professional and positive team members, companies will have to provide a healthy work environment and organizational climate so that the employees feel free to exhibit positive behaviors by Kantan and Ulker (2013).

Organizational climate is multi-dimensional in nature and various researchers used a wide variety of dimensions to assess organizational climate. Kovy and Decottis (1991) finally summarized these wide ranges of climate dimensions into eight dimensions: autonomy, cohesion, trust, pressure, support, recognition, impartiality, and innovation. In this study, organizational climate dimensions developed by Kovy and Decottis (1991) together with dimensions developed by Podsakoff, Mackenzie and Boomer (1996) will be utilized. Therefore, the three dimensions used to analyze the organizational climate for this study includes role clarity, warmth and support and fairness.

2.1.1 Role Clarity

Role clarity was considered as one of the dimensions of organizational climate in the study of Podsakoff, Mackenzie and Boomer (1996) and stated that there is a positive relationship between the clear vision and tasks in the future with the outcome of employee's performance. Nair (2006) defined clarity as the feelings of the organization members concerning the fact that employees should exactly know what the expectations from their work and them are. Without having clear role clarity, conflict in organizational goals and objectives and ambiguity of organizational structure and roles, would happen which may lead to poor communication from management and lack of interdepartmental cooperation (Jones & James, 1979).

2.1.2 Teamwork and Support

Tustin (1993) said teamwork and support is the feeling that good camaraderie and respect for each other prevails in the work group. How well you work together and how people care for each other at work are internal parts of the organizational climate. Teamwork makes the employee to feel that a friendly behavior is governing the organization and individuals enjoy being together. Support is individuals' helping each other and feeling that they will be supported by coworkers and managers in difficult circumstances.

2.1.3 Fairness

Employees' perceptions of fairness highly influence their workplace attitudes and behaviors. Employees are more likely to have optimistic attitudes and engage in behaviors

that make the betterment for the organization when they want the organization to be fair. When employees perceive unfairness, they are more likely to have pessimistic views and engage in workplace behaviors that could be destructive to the organization. During the old days, most research regarding to organizational fairness, also called justice, has focused on the fairness of workplace environment. Particularly, it has focused on how people assess the fairness of the procedure, information, treatment and outcomes in relation to a specific event (e.g., performance appraisal). Latterly, the focus of justice research has shifted to a more comprehensive perspective, which is, people assess the fairness of entities involved in the workplace and workplace events.

2.2 Emotional Intelligence

Emotional intelligence supports in controlling emotions (Levitats & Vigoda-Gadot, 2017) and involves self-awareness, self-management, motivation, empathy and interpersonal relationships (Mayer, Salovey & Caruso, 2000). Emotional intelligence contains making correct decisions in complex and difficult situations. Furthermore, it develops optimistic feelings and emotions among colleagues. This makes a move to developed participation, cooperation and better performance (Allen & Meyer, 1990). Emotionally intelligent individuals are highly optimistic and have traits which allow them to be resolute and focused (Abraham, 1999). Emotionally intelligent workers do not blame the organization for their dissatisfaction (Levitats & Vigoda-Gadot, 2017). Additionally, an emotionally intelligent workforce helps an organization to innovate and address challenges (Abraham, 1999). Goleman (1998) defined EI as realizing of one's own feelings and others, and to apply them in decision-making process. Salkojani, Chegini and Kilidbari (2012) elaborated EI as non-cognitive competencies, making an individual stronger against all external and internal elements of pressure.

Emotional intelligence was provided by Goleman as a very worthwhile definition of the construct of which is about:

- Knowing what we are feeling and having the ability to handle those feelings without having them swamp us;
- Being able to motivate oneself to get jobs done, be creative and perform at our peak; and
- Sensing what others is feeling and handling relationship effectively.

In other words, emotional intelligence is the capability for the understanding the own feelings and those of others, for motivating oneself, and for managing emotions well in oneself and in relationships. The framework has five branches: self-awareness, self-regulation, motivation, empathy and social –skills. (Goleman, 1995).

2.2.1 Self-Awareness

This is the ability to acknowledge and perceive one’s moods, motivations, and skills by realizing the effects, they have on others. Goleman (1995) said that to achieve a state of complete self-awareness, an individual must be able to monitor their emotional state and determine their emotions. Traits that prove a personal as emotionally mature include: confidence, the ability to laugh at one’s self and their mistakes, and the awareness of how you are perceived by others. Being aware of other’s emotions is crucial for building a successful workplace environment and quality interpersonal relationships. The ability comes into play in most jobs, particularly those that include dealing with people.

2.2.2 Self-Regulation

This is the ability to manage one’s impulses, the ability to think before you speak/react, and the ability to express yourself appropriately. Goleman (1995) defines emotional maturity during this part as being able to take responsibility for your actions, being able to adapt to change, and the ability to respond appropriately to other people’s unthinking emotions or behavior. Emotional intelligent people must be able to monitor and identify their feelings precisely, considering that they can improve. Self-regulation is also essential in that it lets you to act in accordance with your deeply held values or social conscience and to express yourself in appropriate ways. In its most primary stage, self-regulation makes us to bounce back from breakdown and stay calm under burden.

2.2.3 Self-Motivation

This is having an interest in learning and self-improvement. It is having the strength to keep going when their obstacles in life. It is setting goals and following through with them. Goleman would define an emotionally mature individual in this category to have traits such as having initiative and the commitment to complete a task, and having perseverance in the face of adversity. When facing difficulty, crisis or loss, self-motivated

individuals can get easily through and they can endure with stress, fear and frustration. Clear goals and optimistic attitude are required by encouraging oneself for any accomplishment. People who have this skill tend to be more highly productive and effective in whatever task they undertake, Goleman (1995).

2.2.4 Empathy

This is the ability to know other people's emotions and feelings. Empathy can only be achieved if self-awareness is achieved. Being able to understand themselves before they can understand others is a must in Empathy. Emotional maturity in this category includes people having characters such as perception of others, being interested in other people's worries and concerns, the ability to anticipate someone's emotional response to a problem or situation, and the understanding of societies' norms and why people act the way they do. People who are empathetic are more attuned to the subtle social signals that others' need or want. This skill gives the reason for feeling anxious and the consequences of an action, etc. Empathy skills are most important in managing relationships, regarding to Goleman (1995).

2.2.5 Social-Skills

This is the ability to pick up on jokes, sarcasm and customer service, maintaining friendships and relationships and finding common ground with others. The term "social skills" covers a good style of skills and competencies, many of which are rooted in self-esteem and personal confidence. Goleman (1995) states that emotional maturity in this component defines someone who has sensible communication skills, moderate time management, the ability to be a leader or manage a group of people and the ability to resolve difficult situations or conflicts using negotiation or persuasion. People who stand out in these skills do well at anything that depends in interacting smoothly with others.

2.3 Organizational Commitment

Organizational commitment is an employee's loyalty towards organization. A committed employee always intends to do job with an organization and makes sincere efforts to achieve its goals. Organizational Commitment is the psychological bond that an employee has with their organization. Organizational commitment refers to the employees

of an organization see themselves as belonging to the organization (or components of it) and feel attached to it (Meyer, Kam, Goldenberg, & Bremner, 2013). It is the psychological condition that reflects the connection between employees and organizations, which is essential for employees to go beyond what is defined in the contract and to demonstrate discretionary behaviors that will benefit the organization in achieving its goals. This shows a big role in ascertaining the bond that the employee shares with the organization. This also assists in determining the value of an employee to an organization.

Employees with higher commitment are more effective and proactive with their work. In contrast, an uncommitted employee is not motivated towards the achievement of organizational goals (Kemp, 1967). Meyer and Allen (1991) stated three fundamental philosophies of commitment i.e. emotional and mental attachment (affective commitment), cost of leaving an organization (continuance commitment), and organizational value of employee or sense of responsibility (normative commitment).

2.3.1 Affective Commitment

Affective organizational commitment refers to an employee's affective or emotional attachment to the organization which means strongly commitment employee identifies with, is involved in, and enjoys membership in the organization. Thus, affective commitment indicates that how much employees want to stay at their organization. If an employee is affectively committed to their organization, it expresses that they want to stay at their organization. They typically identify with the organizational goals, feel that they fit into the organization and are gratified with their work. Affective commitment is influenced by factors such as role clarity, job challenges goal clarity and goal difficulty, organizational support, equity, organizational support, receptiveness by management, autonomy, peer cohesion, participation and dependability feedback.

2.3.2 Continuance Commitment

Continuance commitment relates to how much employees feel they need to stay at their organization. Employees with high levels of continuance organizational commitment realize that leaving the organization may be difficult to them fiscally due to the lack of employment option and lack of savings. And they might think about the disadvantages of leaving the organization and avoid quitting. Those with strong continuance commitment stay with the organization because they need to. Workable reasons to remain with

organizations vary, however the main reasons relate to a lack of work alternatives and remuneration. Therefore, employees feel they need to stay with their organization because of their salary and fringe benefits that will not improve even if they move to another organization. By this way, there'll be employees who are continuance committed, but are not satisfied with their work and yet, are unwilling to leave the organization.

2.3.3 Normative Commitment

Normative commitment refers to how much employees feel they should stay at their organization. Employees who are normatively committed basically feel that they should stay at their organization. Employees with high levels of normative commitment stay with an organization because they feel they ought to remain for all the things the organization has done them (Allen & Meyer, 1990). Messner (2013) represented "Normative Commitment" as the work behavior of employee, guided by obligation, a sense of duty and loyalty toward the organization. Within the context of normative commitment, employee are commitment owing to some ethical obligations (Balassiano & Salles, 2012). Gelaidan & Ahmad (2013) added that normative commitment was an employee's attempt to repay the organization for the advantages collected over time.

2.4 Job Performance

Job performance is a mean to succeed a goal or set of goals within a role, job or organization (Campbell, 1990), but not the particular consequences of the acts performed within a job. Campbell (1990) attests that job performance is not a single action but rather a "complex activity". Individual performance is of high relevance for organizations and people alike. Showing high performance when accomplishing tasks leads to satisfaction, mastery feelings of self-efficiency and mastery (Bandura, 1997). Furthermore, high performing individuals get awarded, promoted and honored. Career opportunities for employees who perform well are much better than those of moderate or low performing employees (Van Scotter et al., 2000). A business's success rests primarily on the shoulders of workers as a result of their most important assets, creating strong job performance imperative. A healthy display of work ethics, communication, social skills and job performance on all levels of work ethics, communication, interpersonal skills and job performance on all levels is important to long-term success. Productive job performance boosts business's reputation and is important not simply to customers and shareholders, but

also to potential clients and potential new hires. Moreover, performance should be distinguished from effectiveness and from productivity or efficiency. Effectiveness means the evaluations of employees' results of performance. Productivity is the ratio of the effectiveness to the cost of achieving the results. Task performance and contextual performance are two distinct features of a behavior at work that may contribute independently to the effective outcomes for organizations.

2.4.1 Task Performance

Task performance covers a person's contribution to organizational performance, refers to actions that are part of the formal reward system (i.e., technical core), and addresses the requirements as specified in job descriptions (Williams and Karau, 1991). At a general level, task performance includes activities that transform materials into goods and services made by the organization or to permit for efficient functioning of the organization (Motowidlo et al., 1997). Therefore, task performance covers the fulfillment of the requirements that are part of the contract between the employers and employees.

2.4.2 Contextual Performance

Contextual performance consists of behavior that doesn't directly contribute to organizational performance, however, supports the organizational performance but support the organizational, social and psychological environment. Contextual performance as it includes activities that are not formally part of the job description. It indirectly contributes to an organization's performance by facilitating task performance (Campbell et al., 1993). Some activities of contextual performance are knowing job's priorities, following organizational rules and policies, extra effort, supporting and cooperating with others, or warning colleagues regarding to work-related problems (Motowidlo et al., 1997).

2.5 Empirical Studies

Noordin et al. (2010) in his research stated that the correlation between the majority of dimensions of the organizational climate and organizational commitment shows that the organizational climate significantly and positively influences the environment of Malaysian telecommunication employees. This shows that the better the organizational climate of a company, the higher the organizational commitment of its employees. And employee's job attitudes are affected by a wide range of organizational characteristics and social relationships, which form the employees' work environment (Churchill et al., 1976).

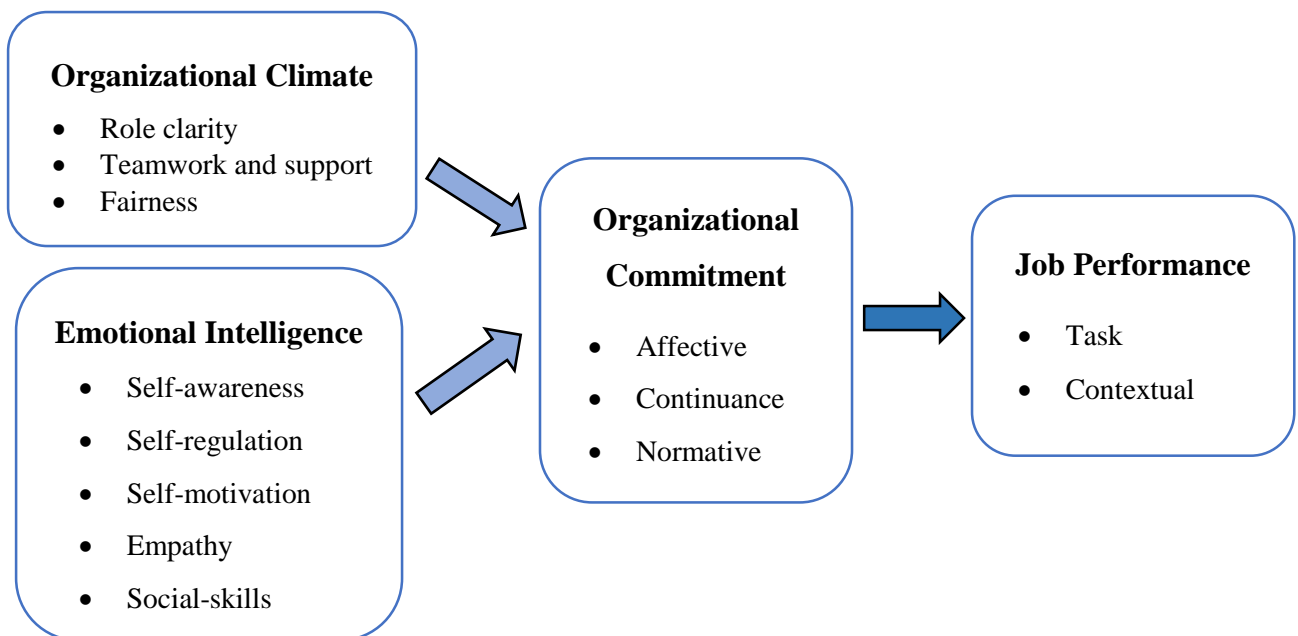
Studies have found a positive and significant association between emotional intelligence and organizational commitment (Mayer & Cobb, 2000). One of the first studies conducted on the relationship of emotional intelligence to organizational commitment was by Abraham (2000). He explored the concept that individuals possessing higher emotional intelligence were more committed to their organizations. Nikolaou & Tsaousis (2002) explored the idea that emotional intelligence had a stronger association with organizational commitment and they stated that employees with higher levels of emotional intelligence felt appreciated and more valued in their positions in the organization, with less agony, resulting in increased feelings of loyalty and commitment to their organizations. Then, Nikolaou and Tsaousis (2005) further explored the positive association between emotional intelligence and organizational commitment of employees.

The high level of organizational commitment is associated with high employee performance (Syauta et al., 2012). Research conducted by Ghorbanpour, et al., (2014) shows that organizational commitment contains a positive and significant impact on job performance. Organizations that are able to provide full attention and create employees believe in the organization can gain employee commitment (Lee, et al., 2012). An analysis was conducted to examine the relationship between organizational Commitment and job performance which revealed that performance was highly related to organizational commitment.

2.6 Conceptual Framework of the Study

Organizational climate influences to a great extent the performance of the employees because it has a major impact on commitment of individual employees. People with higher emotional intelligence are more adaptable to change and have greater career success, job performance. Based on the empirical studies conducted by the researchers, the conceptual framework for this study is developed and is presented in Figure (2.1).

Figure (2.1) Conceptual Framework of the Study



Source: Own Complication, 2019

Research firm play a significant social role, assisting our government and business to develop services, policies and products by providing accurate and timely information. That's why a positive, energetic work environment, higher EI, organizational commitment and job performance of individual employees in this company are very important and productive to organization. There are many other variables which can affect organizational commitment. In this study, three elements of organizational climate: role clarity, teamwork and support and fairness are applied as independent variables. Five components of emotional intelligence: self-awareness, self-regulation, self-motivation, empathy and social-skills, suggest by Daniel Goleman, are also applied. This study examines the influencing factors that influence on organizational commitment and analyzes the relationship between organizational commitment and job performance.

CHAPTER 3

ORGANIZATIONAL CLIMATE AND EMOTIONAL INTELLIGENCE OF EMPLOYEES AT MSR COMPANY LIMITED

This chapter represents profiles and organization structure of MSR Company Limited, profile of respondents, mean interpretation of influencing factors of organizational climate and emotional intelligence of employees at MSR Co., Ltd.

3.1 Profile of MSR Company Limited

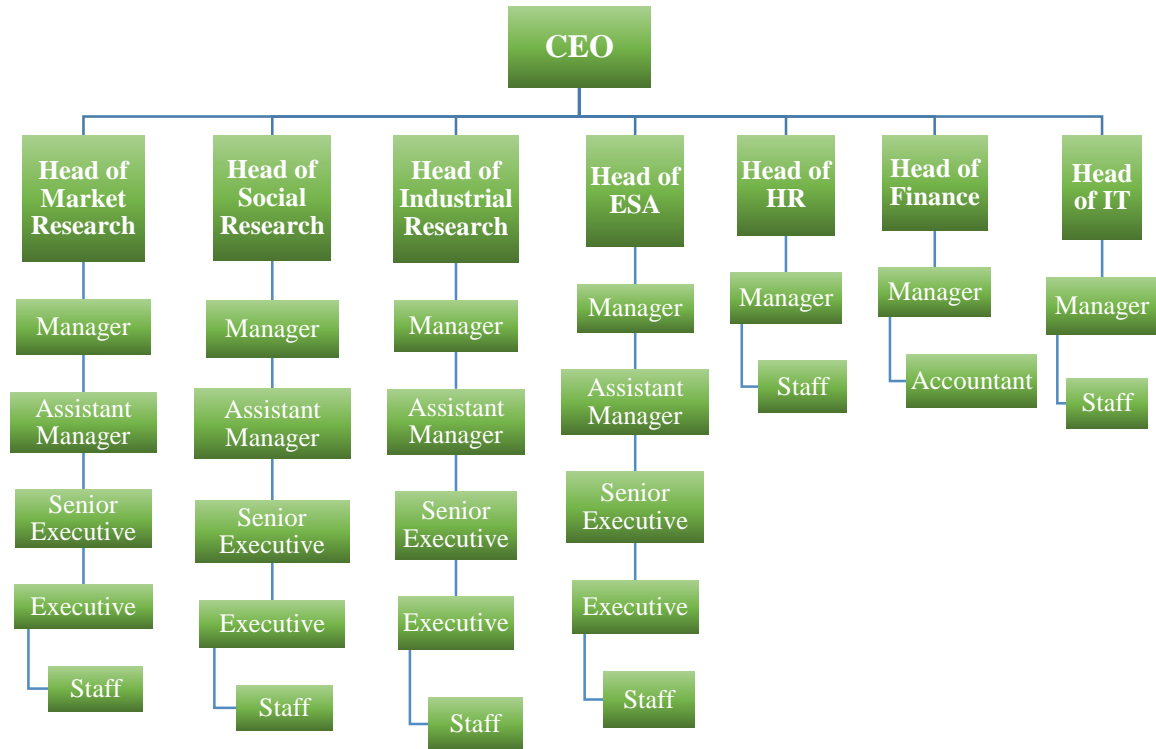
MSR is the first research agency in Myanmar – with over 25 years of experience in assisting the clients to understand the Myanmar market, people and their different livelihoods. Its full name is Myanmar Survey Research. MSR was formally established as a private company in 1995, but already ‘embryo-ed’ earlier as there was demand for market information from foreign companies and evolved through the 80’s- 90’s. MSR tracks market developments, explore consumer needs and investigate industries to give the clients relevant insights for their market (entry) strategy.

MSR conducts research for UN agencies and international NGOs on many different topics to provide necessary knowledge & learnings. Staffs of MSR were the first travelling into the Delta area after Cyclone Nargis hit the country in 2008 to do a Rapid Assessment. MSR consequently set-up the Myanmar Nargis Information Centre to provide all the information to NGOs so that they could act quickly. MSR has also successfully expanded our reach by managing regional projects out of Yangon. Within all these years, company have obtained great experience across many different categories and target groups to assist a holistic perspective of the situation in Myanmar and beyond. Now it is a Leading Research Firm in Myanmar with 131 full-time staff; three offices in Yangon. MSR is an enthusiastic bunch of professionals from a diverse background such as marketing, psychology, sociology, statistics, politics, law - to mention a few. The head office of MSR Co., Ltd situated in Kun Chan Street, Yangon Railway Station, Mingalar Taung Nyunt Township, Yangon.

There are four main departments – (1) Market Research, (2) Industrial Research (3) Social Research and (4) EIA (Environmental Impact Assessment) and another three

departments – (5) HR, (6) Finance and (7) IT Department. The organization structure of MSR Co., Ltd is illustrated as in Figure (3.1).

Figure (3.1) Organization Structure of MSR Company Limited



Source: MSR Company Limited, 2019

Market Research Department has been cooperating with some of the world’s biggest companies, assisting them to adapt brands, communications and products fit for Myanmar’s complex and dynamic market. They combine international experts with some of the brightest local talent, and have proudly been an active force in developing the first generation of researchers in the country. Secondly, MSR’s Social Research Department is the leading social research agency in Myanmar with over 23 years’ experience and enterprise in the design, deployment and completion of research studies in Myanmar. MSR’s social team has carried on many projects including nation-wide surveys, on a wide range of topics such as infrastructure, food security and livelihoods, migration, nutrition, health, family planning, financial inclusion and peace process.

For industrial research, research & consulting services provides to clients seeking to enter or expand their business in the B2B sector. They have been partnering with companies from various sectors, helping them solve complex issues in the competitive Myanmar Market over 20 years’ experience. Their core team is a highly experienced mix

of professionals from different fields of expertise, with a great understanding of the Myanmar market and its different industries. An Environmental Impact Analysis (EIA) is conducted to assess the potential impact of a planned development project on the natural and social environment.

Human Resource Department is responsible for recruiting talented people in right place of organization and to retain the right employees in it. It records employees' attendance to be able to calculate salary and prepares incentives for the employees who perform over the responsibilities and deliver feedbacks for their performances. Finance Department controls company's budget and cash inflow. Every Department asks for permission from finance department to accept the client who acquired the service before. IT Department preserves the company's data to protect from leaking the clients' information. MSR staff are highly skilled in undertaking surveys, conducting key informant interviews and facilitating focus group discussions using both quantitative and qualitative techniques for data collection and analysis.

3.2 Profile of Respondents

In this study, the sample size is 98 respondents from MSR Co., Ltd. Demographic factors are divided into five categories and it includes gender, age, education, working experience and position. The results from analysis on demographic factors are shown in Table (3.1).

Regarding to gender, it can be seen that a lower participation of male was noted and represented only 36% of total respondents and major participation of respondents are female with 64% as shown in Table (3.1). The age group of respondents indicated that majority 43% of respondents are aged between 30 – 39 years old. Whereas the respondents who are aged between 20-29 years old are the second most age group in this study, which is 26%. As per the survey data, the age group of 30-40 is the biggest among the managers who works in the branches. This is because many youth start working as soon as they get their first degree to gather experience to start up their own business or sometimes, they go abroad. This is the main reason that middle ages are in the managerial level at this moment.

Table (3.1) Profile of Respondents

Sr. No	Demographic Factors	No. of Respondent	Percentage
	Total	98	100
1	Gender		
	Male	35	36
	Female	63	64
2	Age		
	20 to 29 years	26	27
	30 to 39 years	42	43
	40 to 49 years	18	18
	Over 50	12	12
3	Education		
	Bachelor Degree	87	89
	Master	9	9
	PhD	2	2
4	Working experience		
	1-5 years	32	33
	6-10 years	50	51
	Over 10 years	16	16
5	Positions		
	Manager	2	2
	Assistant Manager	5	5
	Senior Executive	16	16
	Executive	30	31
	Staff	45	46

Source: Survey Data, 2019

As being an educational sector, it can be clearly seen that most of the employee are degree holders followed by Master Degree. Year of experience means the duration of the

employees working only in MSR Co., Ltd. While relation to experience year of respondents, it was found that 32% of respondents had experience up to 1 to 5 years and 50% of respondents had up to 6 to 10 years. According to the table, current positions of most respondents are executive and staff.

3.3 Organizational Climate of MSR Co., Ltd

Every organization needs to improve their organizational climate by creating a favorable work environment for all employees. In this study, organizational climate includes three factors – role clarity, warmth and support and fairness.

3.3.1 Employee Perception on Role Clarity

Role clarity is the first section in organizational climate factor. In this section, the question items are used to examine whether the organizational commitment is influenced or not by the role clarity of employees. Table (3.2) shows the mean score of each question on role clarity. In the questionnaire, 5-point Likert-scale is used to obtain the respondents' opinion where strongly disagree, disagree, neutral, agree and strongly agree denoted the values – 1, 2, 3, 4, 5 respectively.

Table (3.2) Employee Perception on Role Clarity

No.	Particular	Mean	St. Dev
1	Having clear goals and objectives for the job.	3.69	1.01
2	Being clear about priorities at work.	3.83	0.94
3	Knowing responsibilities for the job.	3.87	0.98
4	Working in this company makes the best use of people's experience.	4.09	0.93
5	Understanding what most department do.	3.83	0.87
	Overall Mean	3.87	

Source: Survey data, 2019

According to the Table (3.2), most of the respondents are clear which case should be put in first priority at work. And they understand their accountabilities and responsibilities for their decisions and for their jobs. Employees agree that they obtain valuable experience by working in this organization. But organization is a little bit lack of informing about proper information and the relevant data to employees for the organization to work effectively although role ambiguity doesn't happen in this organization. Therefore, the clearer the contents of their tasks, work methods, and priorities are, the more effective and efficient outcomes will result. The overall mean score of role clarity is 3.87 which means employees are somewhat satisfied with the role clarity of MSR Company.

3.3.2 Employee Perception on Teamwork and Support

A structured questionnaire was used to explore employee perception on teamwork and support at MSR Co., Ltd. The result of survey on teamwork and support of 98 employees are shown in Table (3.3).

Table (3.3) Employee Perception on Teamwork and Support

No.	Particular	Mean	St.Dev
1	Being easy to communicate with organization members.	3.9	0.81
2	Working together to share ideas and solve issues.	4.06	0.87
3	Supporting each other well.	3.96	0.85
4	Working with group offers support and encouragement to help each other's succeed.	4.02	0.85
5	Caring and cooperative organization.	3.93	0.98
	Overall Mean	3.97	

Source: Survey Data, 2019

According to Table (3.3), the highest mean value of Teamwork and Support is 4.06 which means that respondents agree that most of the members contribute and participate in order to promote and develop a positive team outcome. The overall mean value of Teamwork and Support is 3.97 indicating that they are satisfied with the teamwork and support in this organization. And they know that their organization cares and offers support if necessary. Moreover, they also share ideas and exchange information in the organization

for better performance. Building a strong teamwork culture creates a healthy work environment. The overall mean score is 3.97 which indicates that there is a strong teamwork and culture in this organization.

3.3.3 Employee Perception on Fairness

Fairness is also one of the elements of organizational climate. A structured questionnaire was used to explore employee perception on fairness at MSR Co., Ltd. The result of employee perception on fairness of 98 employees are shown in Table (3.4).

Table (3.4) Employee Perception on Fairness

No.	Particular	Mean	St.Dev
1	Present salary is appropriate to the work.	3.67	1.03
2	Employees receive fair rewards	3.46	1
3	There is fair and effective performance appraisal.	3.52	0.93
4	Get appropriate feedback for completed work.	3.41	0.95
5	Don't feel discrimination at workplace.	3.63	1.06
	Overall Mean	3.54	

Source: Survey data, 2019 .

According to Table (3.4), the respondents are focused on the questionnaires of Fairness Sector. The highest mean value is 3.67 which means they are satisfied with the performance appraisal of the organization. But some are not satisfied with reward system and they think there should be more appropriate feedback for their completed and hard work. And the organization will get more satisfaction from their employees if they handle the promotion fairly. But employees don't feel discrimination and harassment in this organization which is a good point for the organization because that fact will raise the good image of the organization. The overall mean of Fairness is 3.54 which indicates that the fairness factor is at moderate level in MSR Co., Ltd. Thus, most of the employees are somewhat satisfied with the fairness of the organization.

3.4 Emotional Intelligence of Employees at MSR Company Limited

In this section, emotional intelligence of employees at MSR Co., Ltd was examined. According to the conceptual framework described in Chapter two, emotional intelligence was divided in five portions: self-awareness, self-regulation, self-motivation, empathy, and social-skills. In this part, these domains were studied in order to find out emotional intelligence of employees. In the questionnaire, 5-point Likert-scale is used to obtain the respondents' opinion where strongly disagree, disagree, neutral, agree and strongly agree denoted the values – 1, 2, 3, 4, 5 respectively.

3.4.1 Self-Awareness of Employees

A structured questionnaire was used to explore self-awareness of employees at MSR Co., Ltd. The result of survey on self-awareness of 98 employees are shown in Table (3.5).

Table (3.5) Self-Awareness of Employees

No.	Particular	Mean	St.Dev
1	Know the emotional feeling.	3.72	0.87
2	Realize the link between the feelings and action.	3.85	0.9
3	Know how feelings affect performance.	3.87	0.87
4	Know emotional strengths and weakness.	3.72	0.8
5	Learn from experiences.	3.74	0.91
	Overall Mean	3.78	

Source: Survey data, 2019

According to the Table (3.5), out of the five-self-awareness domain related to emotional intelligence, the entire self-awareness domain scored the greater mean value which means that the emotional-awareness of respondents are good with respect to the statements. Among the measuring items, the third statement has highest mean, 3.87 which means they understand the results of their actions done. And they also know well how they feel and understand their own emotions. The overall mean value of self-awareness domain

of emotional intelligence was 3.78 indicating that employees have good self-awareness skills so they can manage their performance and they are becoming more improve the awareness of their values and goals in the organization.

3.4.2 Self-Regulation of Employees

A structured questionnaire was used to explore self-regulation of emotional intelligence of employees at MSR Co., Ltd. The result of survey on self-regulation of 98 employees are shown in Table (3.6).

Table (3.6) Self-Regulation of Employees

No.	Particular	Mean	St.Dev
1	Share emotional action uneasily.	3.85	0.68
2	Act ethically.	3.88	0.9
3	Organized and was careful in the work	4.03	0.87
4	Can handle upset feelings and bad mood	3.96	0.82
5	Can handle multiple demands, shifting priorities and rapid change.	4.07	0.91
	Overall Mean	3.96	

Source: Survey data, 2019

The result showed in Table (3.6), out of the five self-regulation domains related to emotional intelligence, the entire self-regulation domain scored the greater mean value which means that the emotional regulation of respondents is good with respect to the statements. All of five questions also scored means value higher than the neutral score of 3.5. Among the measuring items, the fifth statement has highest mean, 4.07 which means they can handle multiple demands, shifting priorities and rapid change if necessary. Handling upset feelings and bad mood is very important in workplace. They also act ethically for a good image. The overall mean value of self-regulation domain of emotional intelligence was 3.96 indicating that respondents can use their emotions to achieve goals, to accomplish the jobs, and to be a complete person.

3.4.3 Self-Motivation of Employees

A structured questionnaire was used to explore self-motivation of employees at MSR Co., Ltd. In this study consists of five statements related to self-motivation of emotional intelligence. The result of survey on self-motivation of 98 employees are shown in Table (3.7).

Table (3.7) Self-Motivation of Employees

No.	Particular	Mean	St.Dev
1	Set small steps to achieve large goals.	3.75	0.96
2	Continuously learn in order to improve the job performance.	3.74	0.98
3	Actively seek out opportunities.	3.48	0.92
4	Clear about goals for the future.	3.54	0.95
5	Determine in achieving goals despite obstacles and setbacks.	3.67	0.89
	Overall Mean	3.63	

Source: Survey data, 2019

According to Table (3.7), respondents are focused on the questionnaire's sector of self-motivation. They have the ability of continuous learning for the improvement of their performance. The overall mean value of self-motivation is 3.63 which means that the respondents analyzed their self-motivation skills to be good and moderate. According to the analysis, they have good self-motivation skills because they have the desire to improve and meet their standards for goals. And it's very vital for self-motivated employees for having awareness of where they wish to be, and they understand and realize how they plan to get there. Thus, it can be concluded that respondents have the ability to motivate one for any achievement.

3.4.4 Empathy of Employees

A structured questionnaire was used to explore empathy of employees at MSR Co., Ltd. In this study consists of five statements related to empathy of emotional intelligence. The result of survey on empathy of 98 employees are shown in Table (3.8).

Table (3.8) Empathy of Employees

No.	Particular	Mean	St.Dev
1	Good listener.	4.05	0.79
2	Care how affect words and actions.	4.03	0.7
3	Understand other people's needs and feelings.	4.12	0.74
4	Show sensitivity and understand other's point of view.	3.98	0.64
5	Respect and relate well to people from varied backgrounds.	4.08	0.77
	Overall Mean	4.05	

Source: Survey data, 2019

According to Table (3.8), respondents are focused on the questionnaire's sector of empathy. Among the measuring items, the highest mean score in the analysis of questionnaires in Empathy is 4.12 and it means that they have the ability of other's emotional weather system. Respondents know how words and actions can affect other's feelings. The overall mean value of Empathy is 4.05 which means that the respondents analyzed their social-awareness skills to be good. The most important fact is to treat others the way that they want to be treated. So, it can be concluded that respondents have good empathy skills and they understand the needs of other's people for the development of their work life.

3.4.5 Social-skills of Employees

A structured questionnaire was used to explore social-skills of employees at MSR Co., Ltd. In this study consists of five statements related to social-skills of emotional intelligence. The result of survey on empathy of 98 employees are shown in Table (3.9).

Table (3.9) Social-skills of Employees

No.	Particular	Mean	St.Dev
1	Get along with other people.	4.01	0.82
2	Interact appropriately with a variety of people in different situations.	4.15	0.83
3	Solve problems and conflict with others.	3.99	0.82
4	Easy to get friendly and possess good social skills	4.05	0.72
5	Work well in groups or teams.	4.06	0.84
	Overall	4.05	

Source: Survey data, 2019

According to the Table (3.9), respondents are focused on the questionnaire's sector of social-skills. Among the measuring items, the highest mean value of social-skills is 4.15 which means that respondents know how to interact with different kinds of people in any situations and they have strong teamwork in their work. The overall mean value of social-skills is 4.05 which means that the respondents can analyze their social skills to be improved. Moreover, they can develop new relationship with their peers and subordinates in their respective field. By developing social skills, being easy to talk to, being sharing and trustworthy, they can become more charismatic and attractive to others.

CHAPTER 4

ANALYSIS ON THE EFFECT OF ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE OF EMPLOYEES AT MSR COMPANY LIMITED

This chapter includes three main parts. The first explain the analysis between the relationship of organizational climate and organizational commitment of employees at MSR Company Limited. The second part explore the analysis between the relationship of emotional intelligence and organizational commitment. The last part explores the analysis between the organizational commitment and job performance of employees who are currently working at MSR Company Limited. The analysis focuses will be based on the survey results from questionnaire.

4.1 Organizational Commitment of Employees at MSR Company Limited

In this study, the organizational commitment is explored by using the questionnaire includes affective commitment, continuance commitment and normative commitment. The mean scores of organizational commitment are shown in following Tables.

Table (4.1) Affective Commitment of Employees

No.	Affective Commitment	Mean	St.Dev
1	Being happy to spend the rest of career with this organization.	3.77	0.8
2	Having a great deal of personal meaning.	3.77	0.92
3	Feeling a strong sense of belonging to this organization,	3.81	0.76
4	Recognizing organization's problems as own.	3.75	0.74
5	Feeling like part of a family.	3.71	0.82
	Overall Mean	3.76	

Source: Survey data, 2019

The affective dimension means that they enjoy spending the rest of career at the current company. According to the Table (4.1), most employees are happy and feel a strong sense of belonging to this organization because they believe they are part of this organization. And most of the employees feel strong personal feeling attached to their organization and they feel the organizational problems are their own. They are familiar and personally great deal with the organization. The overall mean value of affective commitment is 3.76 which indicates that most employees have strong affective commitment and emotionally attached to their organization.

Table (4.2) Continuance Commitment of Employees

No.	Continuance Commitment	Mean	St.Dev
1	Being too costly to leave the organization now.	3.65	0.7
2	Having no other alternative other than this organization.	3.53	0.8
3	Staying with this organization is a matter of necessity.	3.65	0.63
4	Facing high risk if decided to leave the organization.	3.66	0.7
5	Being afraid of quitting job without new job offers from other organization.	3.64	0.74
	Overall Mean	3.63	

Source: Survey data, 2019

The continuance dimension measures organizational member's commitment to the organization based on the costs that are associated with leaving the organization. In other words, members whose primary link to the organization is based on continuance commitment remain as a result of they need to do so. According to the table (4.2), quitting the current job would be difficult and harmful for them as the opportunity cost is high. And they are afraid of quitting job without new job offers. The overall mean value of continuance commitment is 3.63 which means that employees have somewhat continuance commitment to their organization.

Table (4.3) Normative Commitment of Employees

No.	Normative Commitment	Mean	St.Dev
1	Feeling guilty if left the organization now.	3.54	0.69
2	Believing in the value of remaining loyal to one organization.	3.57	0.69
3	Feeling a sense of moral obligation to remain in this organization.	3.67	0.77
4	Being very loyal to the organization.	3.58	0.86
5	Feeling unethical to jump from organization to organization.	3.6	0.7
	Overall Mean	3.59	

Source: Survey data, 2019

Normative dimension measures organizational member's feelings of obligation to remain with the organization. Normative commitment implies that members stay within the organization because they ought to. According to the Table (4.3), most employees feel a sense of obligation to the organization and they have loyalty to their organization and feel guilty if they resign from the organizations. And most of the respondents have the feeling of obligation to remain with the organization because they are taught to believe in the value of remaining loyal to one organization. The overall mean value of continuance commitment is 3.59 which means that employees have normative commitment to their organization.

4.2 Job Performance of Employees at MSR Company Limited

In this study, job performance of employees at MSR Co., Ltd is analyzed. According to the conceptual framework described in Chapter two, job performance was divided into two dimensions; task performance and contextual performance. In the questionnaire, 5-point likert-scale is used to obtain the respondents' opinion where strongly disagree, disagree, neutral, agree and strongly agree denoted the values – 1, 2, 3, 4, 5 respectively.

Table (4.4) Task Performance of Employees

No.	Particular	Mean	St.Dev
1	Having optimal planning skill.	3.96	0.76
2	Managing plans for my work so that it was done on time.	4.02	0.94
3	Being able to separate main issues from side issues at work.	3.95	0.91
4	Knowing how to set the right priorities.	3.84	0.78
5	Collaborating with right people was very productive.	3.9	0.91
	Overall Mean	3.93	

Source: Survey Data, 2019

According to the Table (4.4), respondents are focused on the questionnaire's sector of task performance. Among the measuring items, the highest mean value of task performance is 4.12 which means that respondents know how to manage the work so that it was done on time. And most of the respondents agree that they can separate main issues from side issues at work and they know the important of setting right priorities. The overall mean value of task performance is 4.02 which indicates that most of the employees realize the important of task performance because it relates to producing job-specific goods and services.

Table (4.5) Contextual Performance of Employees

No.	Particular	Mean	St.Dev
1	Keeping my skills up-to-date.	3.95	0.8
2	Keeping my job knowledge up-to-date.	4.06	0.64
3	Taking on challenging work tasks, when available.	3.92	0.7
4	Taking on extra responsibilities.	3.92	0.7
5	Starting new tasks, when old ones are finished.	3.93	0.65
	Overall Mean	3.96	

Source: Survey Data, 2019

According to the Table (4.5), respondents are focused on the questionnaire's sector of contextual performance. Most of the respondents said they keep their skills and job knowledge up-to-date for their performance. The overall value of contextual performance is 3.96 which indicates they goes beyond normal job descriptions. Contextual performance creates the organizational climate through strengthening social networks. And most of the employee volunteer for extra work, persist with enthusiasm and help and cooperate with others. So, contextual performance captures the ability of employees to engage in activities that contribute to the overall well-being of the organization.

4.3 Analysis on Effect of Organizational Climate and Emotional Intelligence on Organizational Commitment

In this study, Linear Regression Model is performed to find out the effect of organizational climate and emotional intelligence on affective Commitment. The results from generating the model are shown in the Table (4.6).

Table (4.6) Effect of Organizational Climate and Emotional Intelligence on Organizational Commitment

Model	Unstandardized		Standardized	t.	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
Constant	0.059	0.206		0.286	0.776	
Organizational Climate	.448***	0.055	0.539	8.209	0	2.042
Emotional Intelligence	.489***	0.075	0.425	6.479	0	2.042
R	0.894					
R Square	0.799					
Adjusted R Square	0.795					
Durbin-Watson	1.856					
F Value	189.250***					

Source: Survey Data, 2019

Notes: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

According to the Table (4.6), both organizational climate and emotional intelligence have significant direct effect on organizational commitment. Organizational climate and emotional intelligence are highly significant at 1 percent level on organizational commitment. The Standardized Coefficient (Beta) indicates that two variables have positive relationship with organizational commitment (dependent variable) of this study. It means that the higher the independent variables, the greater the dependent variable. The results show that an increase in organizational climate by one unit will raise the effect on organizational commitment by 0.448 units. Similarly, one unit of fulfilling emotional intelligence will lead to 0.489 units increase in organizational commitment.

The coefficient of determination, R square, measures the proportion of total variation of the dependent variable that is explained by the variation in the independent variables. In the table, R square is .799 and adjusted R square is .795. This model can be explained 79.5% about the variance of dependent variable with the independent variables. The value of F test, the overall significance of the model, is highly significant at 1 percent level. All VIF of predictor variables are less than 10. Therefore, there is no problem of multi-collinearity problem in this case. The standardized coefficient (Beta) of organizational climate is the largest value (0.539), that's why, it has the greatest condition to the effect on employees who have organizational commitment.

According to the result, organizational climate and emotional intelligence have both positive significant effect with organizational commitment which means organizational climate and emotional intelligence have the greatest contribution to the effect of organizational commitment. This organization has a good organizational climate which indicates that climate affects every activity in an organization directly or indirectly. The emotional intelligence level of employees are high which lead to increased participation, cooperation and improved performance.

4.3.1 Effect of Organizational Climate on Affective Commitment

In this study, Linear Regression Model is performed to find out the effect of organizational climate on affective Commitment. In regression model, organizational climate is used as independent variable and affective commitment is used as dependent variable. The result of SPSS output analyzing the effect of organizational climate on affective Commitment is shown in Table (4.7).

According to the Table (4.7), all elements of organizational climate have significant direct effect on affective commitment except role clarity. The independent variables of teamwork and support, fairness is highly significant at 1 percent level and role clarity has no significant effect on affective commitment.

Table (4.7) Effect of Organizational Climate on Affective Commitment

Model	Unstandardized		Standardized	t.	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
Constant	1.062	0.295		3.601	0.001	
Role Clarity	0.109	0.077	0.12	1.408	0.162	1.419
Teamwork and Support	.252***	0.063	0.346	4.007	0	1.458
Fairness	.360***	0.057	0.472	6.301	0	1.096
R	0.72					
R Square	0.519					
Adjusted R Square	0.504					
Durbin-Watson	2.109					
F Value	33.807***					

Source: Survey Data, 2019

Notes: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

The Standardized Coefficient (Beta) indicates that two variables have positive relationship with affective commitment (dependent variable) of this study. It means that the higher the independent variables, the greater the dependent variable. The results show that an increase in teamwork and support by one unit will raise the effect on affective commitment by 0.252 units. Similarly, one unit of fulfilling fairness will lead to 0.360 units increase in affective commitment.

The coefficient of determination, R square, measures the proportion of total variation of the dependent variable that is explained by the variation in the independent variables. In the table, R square is .519 and adjusted R square is .504. This model can be explained 50.4% about the variance of dependent variable with the independent variable.

The value of F test, the overall significance of the model, is highly significant at 1 percent level. All VIF of predictor variables are less than 10. Therefore, there is no problem of multi-collinearity problem in this case. The standardized coefficient (Beta) of teamwork and support is the largest value (0.472) among the organizational climate dimensions indicating that fairness has the greatest condition to the effect on employees who have affective commitment.

The employees in the company work in synergy that lead to produce quality performance and improve affective commitment. Teamwork and support can enable smoother movement towards targets and can help employees to overcome obstacles. And the effective “Fairness” system can lead to a good working environment. But role clarity has no relationship with affective commitment. Organizational should explore factors of teamwork and support, and fairness to improve the affective commitment of employees in the organization. If the organization want to have happy and healthy employees, workplaces need to be fair.

4.3.1(A) Effect of Organizational Climate on Continuance Commitment

In this study, the Linear Regression model is used to find out the effect of organizational climate on continuance commitment. The result of SPSS output analyzing the effect of organizational climate on continuance commitment is shown in Table (4.8).

According to the Table (4.8), all variables of organizational climate have a significant direct effect on continuance commitment except role clarity. The independent variables of teamwork and support, and fairness are highly significant at 1 percent level and role clarity has no significant effect on affective commitment. The Standardized Coefficient (Beta) indicates that two variables have positive relationship with affective commitment (dependent variable) of this study. It means that the higher the independent variables, the greater the dependent variable. The results show that an increase in teamwork and support by one unit will raise the effect on affective commitment by 0.219 units. Similarly, one unit of fulfilling fairness will lead to 0.222 units increase in affective commitment.

Table (4.8) Effect of Organizational Climate on Continuance Commitment

Model	Unstandardized		Standardized	t.	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
Constant	1.662	0.196		8.459	0	
Role Clarity	0.081	0.051	0.128	1.577	0.118	1.419
Teamwork and Support	.219***	0.042	0.431	5.22	0	1.458
Fairness	.222***	0.038	0.417	5.821	0	1.096
R	.749					
R Square	0.561					
Adjusted R Square	0.547					
Durbin-Watson	1.878					
F Value	39.968***					

Source: Survey Data, 2019

Note: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

The coefficient of determination, R square, measures the proportion of total variation of the dependent variable that is explained by the variation in the independent variables. In the table, R square is 0.561 and adjusted R square is 0.547. This model can be explained 54.7% about the variance of dependent variable with the independent variables. The value of F test, the overall significance of the model, is highly significant at 1 percent level. All VIF of predictor variables are less than 10. Therefore, there is no problem of multi-collinearity problem in this case.

The standardized coefficient (Beta) of teamwork and support is the largest value (0.431) among the organizational climate dimensions indicating that teamwork and support has the greatest condition to the effect on employees who have affective commitment.

According to the survey result, role clarity is not significant at any significant level. In other words, continuance commitment of employees will not increase or decrease even though role clarity makes any changes. Organization needs to explore the factors that improve the teamwork and support, and fairness because having a caring and fair working

environment affects their commitment to the organization. It also improves trust among colleagues and increases the chance of an employee committing to the organization for a longer period of time.

4.3.1(B) Effect of Organizational Climate on Normative Commitment

In this study, the Linear Regression model is used to find out the effect of organizational climate on normative commitment. The result of SPSS output analyzing the effect of organizational climate on normative commitment is shown in Table (4.9).

Table (4.9) Effect of Organizational Climate on Normative Commitment

Model	Unstandardized		Standardized	t.	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
Constant	0.34	0.329		1.034	0.304	
Role Clarity	.466***	0.086	0.452	5.41	0	1.419
Teamwork and Support	.275***	0.07	0.332	3.919	0	1.458
Fairness	0.103	0.064	0.119	1.614	0.11	1.096
R	0.733					
R Square	0.537					
Adjusted R Square	0.522					
Durbin-Watson	1.872					
F Value	36.337***					

Source: Survey Data, 2019

Note: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

According to the Table (4.9), all variables of organizational climate have a significant direct effect on normative commitment except fairness. The independent variables of teamwork and support, and fairness are highly significant at 1 percent level and fairness has no significant effect on affective commitment. The Standardized Coefficient (Beta) indicates that two variables have positive relationship with normative

commitment (dependent variable) of this study. It means that the higher the independent variables, the greater the dependent variable. The results show that an increase in role clarity by one unit will raise the effect on normative commitment by 0.466 units. Similarly, one unit of fulfilling teamwork and support will lead to 0.275 units increase in normative commitment.

The coefficient of determination, R square, measures the proportion of total variation of the dependent variable that is explained by the variation in the independent variables. In the table, R square is 0.537 and adjusted R square is 0.522. This model can be explained 52.2 % about the variance of dependent variable with the independent variables. The value of F test, the overall significance of the model, is highly significant at 1 percent level. All VIF of predictor variables are less than 10. Therefore, there is no problem of multi-collinearity problem in this case. The standardized coefficient (Beta) of role clarity is the largest value (0.452) among the organizational climate dimensions indicating that role clarity has the greatest condition to the effect on employees who have normative commitment.

Role clarity is very important because having a clear understanding of roles affects more than performance though. Teamwork and support can enable smoother movement towards targets and can help employees to overcome obstacles. According to the survey result, fairness is not significant at any significant level. In other words, normative commitment of employees will not increase or decrease even though fairness makes any changes. Thus organization needs to explore the factors that improve role clarity and teamwork and support to strengthen the normative commitment and implement them. If the organization want to have happy and healthy employees, workplaces need to be satisfying.

4.3.2 Effect of Emotional Intelligence on Affective Commitment

In this study, Linear Regression Model is applied to find out the effect of Emotional Intelligence (Self-awareness, Self-regulation, Self-motivation, Empathy and Social-skills) on Affective Commitment of employees at MSR Company Limited. The results from generating the model are shown in the Table (4.10).

According to Table (4.10), the specified model could explain very well about the effect of emotional intelligence on affective commitment. The R square value is 0.529 and adjusted R square is 0.504. The model can explain 50.4% about the variance of dependent

variable with independent variable. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. All VIF of predictor variables are less than 10 which means there is no problem of multicollinearity problem in this case. The independent variables of self-awareness and self-regulation are highly significant at 1 percent level while social-skills is significant at 5 percent level. The Standardized Coefficient (Beta) indicates that two variables have positive relationship with affective commitment (dependent variable) of this study. It means that the higher the independent variables, the greater the dependent variable.

Table (4.10): Effect of Emotional Intelligence on Affective Commitment

Model	Unstandardized		Standardized	t.	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
Constant	-0.146	0.426		-0.344	0.732	
Self-awareness	.241***	0.083	0.233	2.89	0.005	1.269
Self-regulation	.326***	0.085	0.346	3.814	0	1.606
Self-motivation	0.103	0.071	0.109	1.457	0.149	1.093
Empathy	0.13	0.104	0.116	1.244	0.217	1.691
Social-skills	.199**	0.078	0.226	2.56	0.012	1.518
R	0.727					
R Square	0.529					
Adjusted R Square	0.504					
Durbin-Watson	2.025					
F Value	20.678***					

Source: Survey Data, 2019

Note: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

The results show that an increase in self-regulation by one unit will raise the effect on affective commitment by 0.326 units. One unit increase in self-awareness will lead to 0.241 units increase in affective commitment and one unit increase in social-skills will lead to 199 units increase in affective commitment. The standardized coefficient (Beta) of self-regulation is the largest value (0.346) among the emotional intelligence dimensions indicating that self-regulation has the greatest condition to the effect on employees who

have affective commitment. Self-awareness, self-regulation and social-skills contribute the most to cause affective commitment.

Self-awareness allows us to make positive behavioral changes that can lead to greater personal and interpersonal success. Employees have the ability to control their bad mood when necessary and they can handle rapid change can increase the affective commitment to their organization. Having a positive social skill increases understanding and empathy of others. A strong social-skills is also an important variable to improve the affective commitment and these skills also lead to increase their work quality in the organization.

4.3.2(A) Effect of Emotional Intelligence on Continuance Commitment

In this study, Linear Regression Model is applied to find out the effect of Emotional Intelligence (Self-awareness, Self-regulation, Self-motivation, Empathy and Social-skills) on Continuance Commitment at MSR Co., Ltd. The results from generating the model are shown in the Table (4.11).

Table (4.11): Effect of Emotional Intelligence on Continuance Commitment

Model	Unstandardized		Standardized	t.	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
Constant	1.034	0.323		3.201	0.002	
Self-awareness	0.091	0.063	0.126	1.433	0.155	1.269
Self-regulation	.114*	0.065	0.174	1.766	0.081	1.606
Self-motivation	.178***	0.054	0.269	3.307	0.001	1.093
Empathy	0.121	0.079	0.155	1.525	0.131	1.691
Social-skills	.164***	0.059	0.267	2.779	0.007	1.518
R	0.664					
R Square	0.441					

Source: Survey Data, 2019

Note: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

According to Table (4.11), the specified model could explain very well about the effect of emotional intelligence on continuance commitment. The R square value is 0.441 and adjusted R square is 0.411. The model can explain 41.1 % about the variance of dependent variable with independent variables. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. All VIF of predictor variables are less than 10 which means there is no problem of multicollinearity problem in this case.

The independent variables of self-motivation and social-skills are highly significant at 1 percent level while self-regulation is significant at 10 percent level. The Standardized Coefficient (Beta) indicates that two variables have positive relationship with continuance commitment (dependent variable) of this study. It means that the higher the independent variables, the greater the dependent variable. The results show that an increase in self-motivation by one unit will raise the effect on continuance commitment by 0.178 units. One unit increase in social-skills will lead to 0.164 units increase in continuance commitment and one unit increase in social-skills will lead to 0.114 units increase in continuance commitment. The standardized coefficient (Beta) of self-motivation is the largest value (0.269) among the emotional intelligence dimensions indicating that self-motivation has the greatest condition to the effect on employees who have continuance commitment.

Self-regulation is very important because it manages emotions, desires, and behaviors in order to reach a positive outcome. Self-motivation is also the main factor for continuance commitment and it drives people to keep going even in the face of set-backs, to take up opportunities, and to show commitment to what they want to achieve. A strong social-skills is also an important variable to improve the continuance commitment and these skills also lead to increase their work quality in the organization.

4.3.2(B) Effect of Emotional Intelligence on Normative Commitment

In this study, Linear Regression Model is applied to find out the effect of Emotional Intelligence on Normative Commitment at MSR Co., Ltd. The results from generating the model are shown in the Table (4.12).

According to Table (4.12), the specified model could explain very well about the effect of organizational climate on normative commitment. The R square value is 0.484 and adjusted R square is 0.456. The model can explain 45.6 % about the variance of dependent variable with independent variables. The value of F test, the overall significance

of the model, is highly significant at 1 percent level. This specified model can be said valid. All VIF of predictor variables are less than 10 which means there is no problem of multi-collinearity problem in this case. The independent variable of social-skills is highly significant at 1 percent level while self-motivation. The Standardized Coefficient (Beta) indicates that one variable has positive relationship with normative commitment (dependent variable) of this study. It means that the higher the independent variables, the greater the dependent variable. The results show that an increase in social-skills by one unit will raise the effect on normative commitment by 0.448- unit.

Table (4.12): Effect of Emotional Intelligence on Normative Commitment

Model	Unstandardized		Standardized	t.	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
Constant	-0.44	0.506		-0.87	0.386	
Self-awareness	0.107	0.099	0.091	1.077	0.284	1.269
Self-regulation	0.157	0.102	0.147	1.549	0.125	1.606
Self-motivation	0.115	0.084	0.107	1.366	0.175	1.093
Empathy	0.191	0.124	0.15	1.543	0.126	1.691
Social-skills	.448***	0.092	0.448	4.854	0	1.518
R	0.696					
R Square	0.484					

Source: Survey Data, 2019

Note: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

The standardized coefficient (Beta) of social-skills is the largest value (0.448) among the emotional intelligence dimensions indicating that social-skills has the greatest condition to the effect on employees who have normative commitment.

According to the data, social-skills is the main factor to improve normative commitment. Social-skills are soft skills that is needed in order to be successful in life. Having a positive social skill increases understanding and empathy of others and good social-skills are necessary to be a part of most social groups. Moreover, these skills also lead to increase their work quality in the organization.

4.4 Effect of Organizational Commitment on Job Performance of Employees at MSR Company Limited

In this study, Linear Regression Model is applied to find out the effect of Organizational Commitment (Affective Commitment, Continuance Commitment and Normative Commitment) on Job Performance at MSR Co., Ltd.

Table (4.13): Effect of Organizational Commitment on Task Performance

Model	Unstandardized		Standardized	t.	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
Constant	0.009	0.47		0.018	0.985	
Affective Commitment	.589***	0.113	0.48	5.202	0	1.623
Continuance Commitment	0.233	0.176	0.132	1.322	0.189	1.904
Normative Commitment	.241**	0.098	0.223	2.466	0.015	1.561
R	0.713					
R Square	0.508					
Adjusted R Square	0.492					
Durbin-Watson	1.666					
F Value	32.341***					

Source: Survey Data, 2019

Note: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

According to Table (4.13), the specified model could explain very well about the effect of organizational commitment on task performance. The R square value is 0.508 and adjusted R square is 0.492. The model can explain 49.2 % about the variance of dependent variable with independent variables. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. All VIF of predictor variables are less than 10 which means there is no problem of multi-collinearity problem in this case.

The independent variable of affective commitment has the positive sign in coefficient with highly significant at 1 percent level while normative commitment is significant at 5 percent level. The Standardized Coefficient (Beta) indicates that two

variables have positive relationship with task performance (dependent variable) of this study. It means that the higher the independent variables, the greater the dependent variable. The results show that an increase in affective commitment by one unit will raise the effect on job performance by 0.589-unit. Similarly, an increase in normative commitment will lead to 0.241-unit increase in task performance. The standardized coefficient (Beta) of affective commitment is the largest value (0.480) among the organizational commitment dimensions indicating that affective commitment has the greatest condition to the effect on task performance of employees in the organization.

Affective commitment has a tremendous effect on job performance of the organization. Employees who are affectively committed feel valued, act as representatives for their organization and are primarily great assets for organizations. Normative commitment is also the important factor to improve task performance and normative committed employees bring added value to the organization. Organizational should explore factors of affective and normative commitment to improve the task performance of employees in the organization.

Table (4.14): Effect of Organizational Commitment on Contextual Performance

Model	Unstandardized		Standardized	t.	Sig.	VIF
	Coefficients		Coefficients			
	B	Std. Error	Beta			
Constant	1.482	0.41		3.616	0	
Affective Commitment	.371***	0.099	0.398	3.756	0	1.623
Continuance Commitment	0.144	0.154	0.107	0.936	0.352	1.904
Normative Commitment	.155*	0.085	0.189	1.82	0.072	1.561
R	0.592					
R Square	0.351					
Adjusted R Square	0.33					
Durbin-Watson	1.836					
F Value	16.934***					

Source: Survey Data, 2019

Note: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

According to Table (4.14), the specified model could explain very well about the effect of organizational commitment on contextual performance. The R square value is 0.351 and adjusted R square is 0.330. Thus, the model can explain 33 % about the variance of dependent variable with independent variables. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. All VIF of predictor variables are less than 10 which means there is no problem of multi-collinearity problem in this case

The independent variable of affective commitment has the positive sign in coefficient with highly significant at 1 percent level while normative commitment is significant at 10 percent level. The Standardized Coefficient (Beta) indicates that one variable has positive relationship with contextual performance (dependent variable) of this study. It means that the higher the independent variable, the greater the dependent variable. The results show that an increase in affective commitment by one unit will raise the effect on contextual performance by 0.371-unit and one unit of normative commitment will increase 0.155-unit on contextual performance. The standardized coefficient (Beta) of affective commitment is the largest value (0.398) among the organizational commitment dimensions indicating that affective commitment has the greatest condition to the effect on job performance of employees in the organization.

Affective commitment and normative commitment are the important factors for contextual performance. And affective commitment has a tremendous and excellent effect on contextual performance of the organization. Employees who are affectively committed are great assets for organizations while normative committed employees bring added value to the organization. Employees with higher contextual performance are more satisfied with their jobs and more committed to the organization. Organizational should explore factors of affective and normative commitment to improve the contextual performance of employees in the organization.

CHAPTER 5

CONCLUSION

This chapter was made up with three parts. They are findings and discussions, recommendations and suggestions and need for further research of the study. This study focuses on the organizational climate, emotional intelligence, organizational commitment and job performance of employees at MSR Company Limited.

5.1 Findings and Discussions

According to the findings, employees are strongly satisfied with teamwork and support at this organization. Teamwork and support offer organization and employees the ability to know more about each other in work and learn how to work together well. For role clarity, organization is lack of inform about job requirements and the relevant data to employees for the organization to work effectively. Another important factor of organizational climate is fairness which meant to add value to employees and job performance. Regarding to the analysis, some employees somewhat satisfy with fairness system and some are not satisfied with reward system and feedback for their completed work.

According to the analysis of emotional intelligence, it was found that emotional intelligence of respondents can be divided into five domains: self-awareness, self-regulation, self-motivation, empathy and social skills. The respondents have a strong ability of self-regulation, which means that they have the ability to control their bad mood when necessary and they can handle rapid change. Besides, they have a positive social skill which can assist to increase understanding and empathy of others. Furthermore, they have a moderate level of self-awareness, which means that they are able to know their own inner mind and more mindfulness in things. As for empathy, the score is slightly lower compared to other components of emotional intelligence.

As the results, affective commitment is the highest mean score followed by continuance commitment and then normative commitment which has the least score. The mean scores suggest that employees are emotionally attached with the organization and committed employees are more likely to remain with the organization. The mean score of all three organizational commitment are higher than

average rate, thus, the study shows that employees are highly committed to the organization.

Regarding to the analysis, job performance consists of two parts such as task performance and contextual performance. Most of the employees know how to manage the work so that it was done on time and they can separate main issues from side issues at work. Besides, they realize the important of task performance because it relates to producing job-specific goods and services. Moreover, they keep their skills and job knowledge up-to-date for their performance. And most of the employee volunteer for extra work, persist with enthusiasm and help and cooperate with others.

From analysis on the effect of organizational climate on affective commitment, it was found that affective commitment has positive relationship with teamwork and support and fairness for its significant value. So, it can be concluded that the increase in teamwork and support, and fairness will raise affective commitment of employees. Similarly, continuance commitment has also relationship with teamwork and support and fairness for its significant value. But role clarity and teamwork and support have been found as has relationship with normative commitment because of its significant value.

From analysis on the effect of emotional intelligence on affective commitment, it was found that affective commitment has positive relationship with self-awareness, self-regulation and social-skills for its significant value. Similarly, continuance commitment has also relationship with self-regulation, self-regulation and social-skills for its significant value. But social-skills been found as has relationship with normative commitment because of its significant value.

The effect of organizational commitment on job performance is analyzed. It is found that the model as whole is statistically significant, and task performance is found as relationship with affective commitment and normative commitment because of its significant value, and the contextual performance is found as relationship with affective commitment and normative commitment because of its significant value. The summary analysis on the effect of organizational commitment on job performance, two commitments are found as influencing to the job performance.

5.2 Suggestions and Recommendations

MSR Company needs to be sure that every employee has specific job description and the contents of their tasks, work methods and priorities are clear for role clarity. And the organization needs to give better salaries and bonus, and more appropriate feedback for employees' hard work. Then, organization needs to create good communication and convenient working environment for their employees. Good communication is at the heart of great teamwork and support. Good teams communicate well and often, their team members are pleased to share ideas, brainstorm together, and ask for feedback.

MSR Company should do surveys on their employees to find out their emotional situations. It is more important to know about the emotions of staff from each department. If the organization knows about each employee's requirements, appropriate training with respect to the employee's need can be provided and to enhance the emotional intelligence of employees.

Because of being a research industry, MSR Company has a very stressful job nature and it should also provide consultation facilities for their employees. Employees need a person or a place where they can freely tell their problems and feelings which they cannot tell their family or friends. Depending on the performance of each employee, the organization should acknowledge, give reward and announce who is the best one among employees. If employees get the positive recognition, their mind will be change and they may want to try hard.

Finally, according to the survey result, it was found that organizational and emotional intelligence increase organizational commitment and organizational commitment can affect job performance. That is why organizational commitment and emotional intelligence can impact organizational commitment in different ways. People with high organizational commitment can manage their everyday job performance rather than others.

5.3 Needs for Further Research

This study only focuses on organizational climate, emotional intelligence, organizational commitment and job performance of employees at MSR Company Limited. The survey questions were collected from 98 respondents. Therefore, this survey did not cover the whole population of employees at MSR Co., Ltd. Only three organizational factors may not quite cover to determine the commitment of employee to the organization.

Other factors, like “Respect”, “Career Development”, “Planning and Decision Making”, may have been important to determine organizational commitment. Further research is needed to collect data from a larger population in order to increase the reliability of survey results if cost and time allows. It is very worthwhile to do further research on the factors affecting the organizational commitment and job performance in the research industry in Myanmar.

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APPENDIX A

Survey Questionnaire

Dear Sir or Madam,

I am an MBA Student from Yangon University of Economics. The purpose of this survey is to collect the data about "The Effect of Organizational Commitment on Job Performance" at MSR Co., Ltd. That's why I would like to request you to share some of your time to fill up the questionnaire. Your information will be highly confidential and will be used by me strictly for an analysis only. Thank you so much for your precious time.

Section A

Demographic Factors

1. Gender

- Male
- Female

2. Age Category

- 20-30
- 31-40
- 41-50
- Above 50

3. Educational Qualification

- Bachelor Degree
- Master Degree
- PhD
- Others

4. Year of Experience

- 1-5 years
- 5-10 years
- Over 10 years

5. Current Position

- Manager
- Assistant Manager
- Senior Executive
- Executive
- Staff
- Others

Section B: Organizational Climate

Please rate your agreement level upon these following statements in terms of (1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

No.	Role Clarity	1	2	3	4	5
1	I have clear goals and objectives for my job.					
2	I am clear about my priorities at work.					
3	I know what my responsibilities are.					
4	Work in the company makes the best use of people's experience.					
5	I know what most department do.					

No.	Teamwork and Support	1	2	3	4	5
1	It is easy to communicate with organization members.					
2	Work together to share ideas and solve issues.					
3	People here generally support each other well.					
4	Work group offers support and encouragement to help each other's succeed.					
5	In general, this is a caring and cooperative organization.					

No.	Fairness	1	2	3	4	5
1	There is fair and effective performance appraisal.					
2	Employees receive fair rewards					
3	Present salary is appropriate to the work.					
4	Get appropriate feedback for completed work.					
5	I don't feel discrimination at workplace.					

Section C: Emotional Intelligence

No.	Self-Awareness	1	2	3	4	5
1	I know my own mood.					
2	I realize the link between the feelings and action.					
3	I know how my feelings affect my performance.					
4	I know my emotional strengths and weakness.					
5	I learn from experiences.					

No.	Self-regulation	1	2	3	4	5
1	I share emotional action uneasily.					
2	I consistently act ethically.					
3	I organized and was careful in the work					
4	I can handle upset feelings and bad mood					
5	I can handle multiple demands, shifting priorities and rapid change.					

No.	Self- motivation	1	2	3	4	5
1	I am clear about my goals for the future.					
2	I continuously learn in order to improve my performance.					
3	I always encourage myself to try my best.					
4	I set small steps to achieve large goals.					
5	I am determined in achieving goals despite obstacles and setbacks.					

No.	Empathy	1	2	3	4	5
1	I am a good listener					
2	I care how affect words and actions.					
3	I understand other people's needs and feelings.					
4	I show sensitivity and understand other's point of view.					
5	I respect and relate well to people from varied backgrounds					

No.	Social-skills	1	2	3	4	5
1	I get along with other people.					
2	I interact appropriately with a variety of people in different situations.					
3	I solve problems and conflict with others					
4	I am easy to get friendly and possess good social skills					
5	I work well in groups or teams.					

Section D: Organizational commitment

No.	Affective Commitment	1	2	3	4	5
1	I would be happy to spend the rest of career with this organization.					
2	This organization has a great deal of personal meaning to me.					
3	I feel a strong sense of belonging to this organization,					
4	I really feel as if this organization's problems are my own.					
5	I feel like "part of a family" at this organization.					

No.	Continuance Commitment	1	2	3	4	5
1	It would be too costly for me to leave my organization now.					
2	I have no other alternative other than this organization.					
3	Right now, staying with my organization is a matter of necessity as much as desire.					
4	There will be high risk if I decided to leave my organization now.					
5	I am afraid of quitting job without new job offers from other organization.					

No.	Normative Commitment	1	2	3	4	5
1	I would feel guilty if I left my organization now.					
2	Believe in the value of remaining loyal to one organization.					
3	I feel a sense of moral obligation to remain in this organization.					
4	I feel very loyal to my organization.					
5	It's unethical to jump from organization to organization.					

Section E: Job Performance

No.	Task Performance	1	2	3	4	5
1	I managed to plan my work so that it was done on time.					
2	Have optimal planning skill					
3	I was able to separate main issues from side issues at work.					
4	I knew how to set the right priorities.					
5	Collaboration with right people was very productive.					

No.	Contextual Performance	1	2	3	4	5
1	I took on challenging work tasks, when available.					
2	I worked at keeping my skills up-to-date.					
3	I worked at keeping my job knowledge up-to-date					
4	I took on extra responsibilities.					
5	I started my new tasks myself, when my old ones were finished.					

APPENDIX B

Regression Analysis of Organizational Climate on Affective Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

1	.720 ^a	.519	.504	.33367	2.109
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a. Predictors: (Constant), MeanF, MeanRC, MeanWS

b. Dependent Variable: MeanAC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.291	3	3.764	33.807	.000 ^b
	Residual	10.465	94	.111		
	Total	21.757	97			

a. Dependent Variable: MeanAC

b. Predictors: (Constant), MeanF, MeanRC, MeanWS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.062	.295		3.601	.001		
	MeanRC	.109	.077	.120	1.408	.162	.705	1.419
	MeanWS	.252	.063	.346	4.007	.000	.686	1.458
	MeanF	.360	.057	.472	6.301	.000	.913	1.096

a. Dependent Variable: MeanAC

Regression Analysis of Organizational Climate on Continuance Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.749 ^a	.561	.547	.22219	1.878

a. Predictors: (Constant), MeanF, MeanRC, MeanWS

b. Dependent Variable: MeanCC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.919	3	1.973	39.968	.000 ^b
	Residual	4.641	94	.049		
	Total	10.560	97			

a. Dependent Variable: MeanCC

b. Predictors: (Constant), MeanF, MeanRC, MeanWS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.662	.196		8.459	.000		
	MeanRC	.081	.051	.128	1.577	.118	.705	1.419
	MeanWS	.219	.042	.431	5.220	.000	.686	1.458
	MeanF	.222	.038	.417	5.821	.000	.913	1.096

a. Dependent Variable: MeanCC

Regression Analysis of Organizational Climate on Normative Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.733 ^a	.537	.522	.37162	1.872

a. Predictors: (Constant), MeanF, MeanRC, MeanWS

b. Dependent Variable: MeanNC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.055	3	5.018	36.337	.000 ^b
	Residual	12.982	94	.138		
	Total	28.036	97			

a. Dependent Variable: MeanNC

b. Predictors: (Constant), MeanF, MeanRC, MeanWS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.340	.329		1.034	.304		
	MeanRC	.466	.086	.452	5.410	.000	.705	1.419
	MeanWS	.275	.070	.332	3.919	.000	.686	1.458
	MeanF	.103	.064	.119	1.614	.110	.913	1.096

a. Dependent Variable: MeanNC

Regression Analysis of Emotional Intelligence on Affective Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.727 ^a	.529	.504	.33369	2.025

a. Predictors: (Constant), MeanSS, MeanSM, MeanSA, MeanSR, MeanE

b. Dependent Variable: MeanAC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.512	5	2.302	20.678	.000 ^b
	Residual	10.244	92	.111		
	Total	21.757	97			

a. Dependent Variable: MeanAC

b. Predictors: (Constant), MeanSS, MeanSM, MeanSA, MeanSR, MeanE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.146	.426		-.344	.732		
	MeanSA	.241	.083	.233	2.890	.005	.788	1.269
	MeanSR	.326	.085	.346	3.814	.000	.623	1.606
	MeanSM	.103	.071	.109	1.457	.149	.915	1.093
	MeanE	.130	.104	.116	1.244	.217	.591	1.691
	MeanSS	.199	.078	.226	2.560	.012	.659	1.518

a. Dependent Variable: MeanAC

Regression Analysis of Emotional Intelligence on Continuance Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1					

1	.664 ^a	.441	.411	.25320	1.662
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a. Predictors: (Constant), MeanSS, MeanSM, MeanSA, MeanSR, MeanE

b. Dependent Variable: MeanCC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.662	5	.932	14.543	.000 ^b
	Residual	5.898	92	.064		
	Total	10.560	97			

a. Dependent Variable: MeanCC

b. Predictors: (Constant), MeanSS, MeanSM, MeanSA, MeanSR, MeanE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.034	.323		3.201	.002		
	MeanSA	.091	.063	.126	1.433	.155	.788	1.269
	MeanSR	.114	.065	.174	1.766	.081	.623	1.606
	MeanSM	.178	.054	.269	3.307	.001	.915	1.093
	MeanE	.121	.079	.155	1.525	.131	.591	1.691
	MeanSS	.164	.059	.267	2.779	.007	.659	1.518

a. Dependent Variable: MeanCC

Regression Analysis of Emotional Intelligence on Normative Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
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1	.696 ^a	.484	.456	.39661	1.777
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a. Predictors: (Constant), MeanSS, MeanSM, MeanSA, MeanSR, MeanE

b. Dependent Variable: MeanNC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.565	5	2.713	17.246	.000 ^b
	Residual	14.472	92	.157		
	Total	28.036	97			

a. Dependent Variable: MeanNC

b. Predictors: (Constant), MeanSS, MeanSM, MeanSA, MeanSR, MeanE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.440	.506		-.870	.386		
	MeanSA	.107	.099	.091	1.077	.284	.788	1.269
	MeanSR	.157	.102	.147	1.549	.125	.623	1.606
	MeanSM	.115	.084	.107	1.366	.175	.915	1.093
	MeanE	.191	.124	.150	1.543	.126	.591	1.691
	MeanSS	.448	.092	.448	4.854	.000	.659	1.518

a. Dependent Variable: MeanNC

Regression Analysis of Organizational Climate and Emotional Intelligence on Organizational Commitment

Model Summary^b

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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894 ^a	.799	.795	.16904	1.856

a. Predictors: (Constant), EI_{Mean}, Ocli_{Mean}

b. Dependent Variable: OC_{Mean}

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.815	2	5.408	189.250	.000 ^b
	Residual	2.715	95	.029		
	Total	13.530	97			

a. Dependent Variable: OC_{Mean}

b. Predictors: (Constant), EI_{Mean}, Ocli_{Mean}

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.059	.206		.286	.776		
	Ocli _{Mean}	.448	.055	.539	8.209	.000	.490	2.042
	EI _{Mean}	.489	.075	.425	6.479	.000	.490	2.042

a. Dependent Variable: OC_{Mean}

Regression Analysis of Organizational Commitment on Task Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.713 ^a	.508	.492	.41435	1.666

a. Predictors: (Constant), MeanNC, MeanAC, MeanCC

b. Dependent Variable: MeanTP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.657	3	5.552	32.341	.000 ^b
	Residual	16.138	94	.172		
	Total	32.796	97			

a. Dependent Variable: MeanTP

b. Predictors: (Constant), MeanNC, MeanAC, MeanCC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.009	.470		.018	.985		
	MeanAC	.589	.113	.480	5.202	.000	.616	1.623
	MeanCC	.233	.176	.132	1.322	.189	.525	1.904
	MeanNC	.241	.098	.223	2.466	.015	.641	1.561

a. Dependent Variable: MeanTP

Regression Analysis of Organizational Commitment on Task Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.592 ^a	.351	.330	.36149	1.836

a. Predictors: (Constant), MeanNC, MeanAC, MeanCC

b. Dependent Variable: MeanCP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.639	3	2.213	16.934	.000 ^b
	Residual	12.284	94	.131		
	Total	18.922	97			

a. Dependent Variable: MeanCP

b. Predictors: (Constant), MeanNC, MeanAC, MeanCC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.482	.410		3.616	.000		
	MeanAC	.371	.099	.398	3.756	.000	.616	1.623
	MeanCC	.144	.154	.107	.936	.352	.525	1.904
	MeanNC	.155	.085	.189	1.820	.072	.641	1.561

a. Dependent Variable: MeanCP