

**THE EFFECT OF EMPLOYEES' PERCEIVED CORPORATE
SOCIAL RESPONSIBILITY AND ORGANIZATIONAL
SUPPORT ON ORGANIZATIONAL COMMITMENT: A STUDY
ON LEATHER SECTOR IN ADDIS ABABA**

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**The Effect of Employees' Perceived Corporate Social Responsibility
and Organizational Support on Organizational Commitment: A
Study on Leather Sector in Addis Ababa**

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*A thesis submitted to the School of Graduate Studies of Jimma University in partial fulfillment
of the requirements for the award of the Degree of Master of Business Administration (Mba)*

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LETTER OF APPROVAL

This is to certify that the thesis prepared by Yilma Hirpa entitled “The Effect of Employees’ Perceived Corporate Social Responsibility and Organizational Support on Organizational Commitment: A Study on Leather Sector in Addis Ababa” was submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Business Administration complies with the regulation of the University and meets the accepted standards with respect to originality and quality.

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DECLARATION

I declare that the research report entitled “The Effect of Employees’ Perceived Corporate Social Responsibility and Organizational Support on Organizational Commitment: A Study on Leather Sector in Addis Ababa” **submitted** to Research and Postgraduate Studies Office of Business and Economics College is original and it has not been submitted previously in part or full to any university.

Yilma Hirpa
Date: August, 2020

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We certify that the Research Report entitled
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was done by Mr. _____ for the partial fulfillment of Masters Degree under our Supervision.

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(Co-Advisor)

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ACRONYMS

CSR	Corporate Social Responsibility
EIA	Environmental Impact Assessment
ELIA	Ethiopian Leather Industrial Association
FDI	Foreign Direct Investment
FDRE	Federal Democratic Republic of Ethiopia
GDP	Gross Domestic Product
GTP	Growth and Transformation Plan
ILO	International Labor Organization
LIDI	Lather Industry Development Institutes
LEATHER SECTOR	Leather and Leather Product
OC	Organizational Commitment
POS	Perceived Organizational Support
UNCTAD	United Nation Conference on Trade and Development
UNIDO	United Nation Industrial Development Organization
WBCSD	World Business Council for Sustainable Development

Abstract

The purpose of this study is to explore the effects of Employees' Perceived Corporate Social Responsibility and Organizational Support on Organizational commitment in Leather Sector, one of the leading manufacturing industries for its economic benefits, export earning, employment opportunities and attracting foreign direct investment in Ethiopia. Studies showed that the sector is characterized by relatively low wages, which contributes to high labor turnover rates caused by lack of employees' commitment. However, it is generally claimed that committed employees will favorably impact on the success of businesses and considered as important asset for the company survival, continuity and advancement of the businesses. Many previous studies in other countries have reported that employee' perceived corporate social responsibility initiatives and perceived organizational support substantially elevate the types of attachment employees' have towards their organization. The essence of the research is emanated from the need to fill the research gap in this area in Ethiopia context and to come up with practical recommendations for improving employees' organizational commitment. In this study, quantitative research approach was employed to explore the relationship between the predictor and the outcome variables. To collect relevant data, the researcher together with Human Resource Manger administered structured questionnaires in hard and soft copy to selected 250 target population using simple random sampling technique. The analysis was performed by descriptive and inferential statistics using SPSS software. The finding showed that employees' Perceived Corporate Social Responsibility is positively related to the employees' organizational commitment. Furthermore, the way employees' perceived their organizational support also has positive association with employees' organizational commitment. Finally, it was found that the effect of Perceived Corporate Social Responsibility on employees' organizational commitment was stronger than the perceived organizational support variable in the Leather Sector, Addis Ababa. The findings and recommendations of this study can serve as valuable guide for the management as it provides crucial information regarding the types of activities companies could strengthen and engage in relation to CSR and organizational support initiatives. In due course, such involvement would further improve employees' organizational commitment.

CHAPTER ONE

INTRODUCTION

This introductory chapter is intended to give information concerning an overview of the study. It includes background of the study, statement of the problem, research questions, objectives of the study, research hypothesis, significance and scope of the study. It also provides definition of important terms and organization of the thesis.

1.1 Background of the study

Corporate social responsibility (CSR) has become a term widely discussed in the global business context. CSR is emerging concept which has had considerable influence on business and other organizations in recent years because it is assumed to help address and balance the benefits for companies and for different stakeholders. CSR also supports business by harmonizing different responsibilities which should be fulfilled in their operations (Jeremy, 2010)

CSR has been defined in many ways. The World Business Council for Sustainable Development (WBCSD) defines CSR as the commitment of organizations to contribute to sustainable economic development, working with employees, their families and the local communities (WBCSD, 2001). According to CSR Europe, (2003) socially responsible behaviors were reflected on organizations that hold some accountability for the effects of their activities to the environment and their society. CSR should be voluntary and goes beyond what is required by the legislation. Therefore, there are various guidelines that direct organizations on their CSR policies on certain matters, such as waste management, human resources, work place safety, employee health, environment issues and sustainable development. Organizations should be given space to develop and devise customized CSR policies based on their own unique circumstances (CSR Europe, 2003).

As noted by Porter, the best companies take social responsibility activities seriously. This can be because these companies stand to gain competitive advantage, increase in brand value, and greater access to finance, a healthier and safer workforce and motivated people (Porter, 1980). The fundamental idea of CSR, therefore, is that organizations have an obligation to work towards

meeting the needs of a wider array of stakeholders. Among the stakeholders, employees are considered as a major concern because they are esteemed assets of any organization.

Previous studies have shown that CSR initiatives enhance employee commitment towards their organization. In recent times, the influence of CSR activities on employees and how they perceive social performance are getting considerable attention. As to Brammer, et al., (2007), CSR as a strategic management tool, can increase employee engagement and mitigate adverse behaviors at work, which builds up the premise of Organizational Commitment (OC). Similarly, Turker (2008) finding indicates that employees' commitment is affected by employees' perception of the organization's CSR initiatives. In this regard, this study will focus on exploring the relationship between the employees' Perceived CSR initiatives (*or Perceived CSR*) towards employees' OC.

OC indicates that the committed employees believe in the organizational values and goals and undertake activities to achieve them. They are not willing to leave the organization and are ready to provide considerable effort. An organization uses the OC as a psychological bond to affect its employees to behave in ways that are consistent with its interests (Ebeid, 2010). OC is a relative strength of an individual's identification with and involvement in an organization. It is a force that binds an individual to a course of action of relevance to one or more targets. OC is characterized by employees' acceptance of organizational goals and their aspirations to maintain memberships in the organization (Arnold, 2005).

In the competitive business environment, no organization can accomplish peak performances unless their employees perform and act together for achieving an organization's goals. Therefore, employees who committed to their organizations provide an organization crucial competitive advantage, including higher productivity, lower employee turnover and decreased absenteeism (Ebeid, 2010). Here, it is crucial to note that by creating supportive organization, the management would cultivate committed employees who perform and work together for achieving organizational goals. Thus, considering its potential effectiveness in enhancing OC, in this study, attempt has been made to explore the relationship between how employees perceive organizational support and employee's organizational commitment. In the literatures, the concept

of organizational support is used synonymously with the concept of Perceived Organizational Support (POS), which is one of the most important predictor of OC.

Researchers have indicated that there is a positive link between Perceived Organizational Support (POS) with employee's level of commitment to their organization. According to Roades and Eisenberger (2001), if the employee considers high organizational support received, the employee decided to become members of the organization and develop a positive perception of the organization. Employees with a strong perception of organizational support, felt that the organization being fair, provide appreciation and concern for the lives and employee's well-being (Eisenberger et al., 1986). When POS is high, the employees experience that their workplace cares about and are committed to them as individuals, ultimately strengthening the degree to which they feel emotionally intertwined with the firm through the satisfaction of social and psychological needs (Byung et al., 2018). Hence, it is vital to explore the relationship between POS and OC in Leather sector in Addis Ababa in order to come up with viable strategies for the management for creating supportive environment in their organization.

Consequently, this study is centered to explore the influence of employees' Perceived CSR and Organizational Support towards employee's organizational commitment. These predictor variables have potential effectiveness in enhancing the criterion variable in this study i.e. OC. Some relationships were proposed to develop a conceptual model which represents the current study. A positive relationship was proposed between Perceived CSR and OC; and a positive relationship between POS and OC. In addition, the research examined to find out the stronger predictor in enhancing the level of employees' commitment to their organization.

1.2 Statement of the Problem

Throughout the world, researchers, corporate leaders, and other stakeholders have shown increasing interest in CSR- a company's discretionary actions and policies that appear to advance societal well-being beyond its immediate financial interests and legal requirements. Spanning decades of research activity, the scholarly literature on CSR has been dominated by meso- and macro-level perspectives, such as studies within corporate strategy that examine relationships between firm-level indicators of social/environmental performance, corporate financial performance and consumer management (David et al., 2017, Birhanu M., 2018).

In recent years, however, there has been an explosion of micro-oriented CSR research conducted at the individual level of analysis, especially with respect to studies on how and why employees perceive and react to CSR practices. The influences of employee's Perceived CSR activities on the level of OC are getting considerable attention (David et al., 2017). This is due to the fact that, for an organization to sustain in the long run, it must depend on its employees. Besides that, if the organization is able to manage the employees' commitment properly, it can bring some beneficial consequences such as enhancing the effectiveness, performance, and productivity at both the individual and organizational levels (Ismail, 2012). In this regard, studies have shown that CSR initiatives enhance employee commitment towards their organization (Brammer, et al., 2007; Turker, 2008). It is also important to mention that employees' who perceived organizational support have the felt obligation to help their companies achieve its objectives and goals as they become committed (Rhoades & Eisenberger, 2002).

In developing countries like Ethiopia, little research on CSR issues has been conducted (Deschna, A., 2012; Visser, W. (2008). To emphasize the necessity of further CSR research in developing country contexts, Belal (2001) states that most of CSR studies conducted so far have been in the context of developed countries and that too little is known about CSR practices in ex-colonial, smaller, and emerging countries. Hence it can be said that, common research found on CSR moves about the business performance, end user manners (consumer behaviors), CSR's significances on environment, challenges in practices of CSR, financial performance, and motives on CSR practices among other (Ezana, M. & Mesfin, L., 2014; Jamali & Mishrak, 2007; Adeyemo et al., 2013). However, there are hardly fewer studies conducted to observe the CSR initiatives and organizational support through an employees' point of view and its impact towards their organizational commitment.

In Ethiopia, research into this area is quite scarce especially academic publications that exhibit the employees' Perceived CSR and POS in general and its relationship with organization commitment in particular. The rigorous attempt to look for similar studies/ publications through Google search engine brought little to no results.

For instance, Bekele (2014) investigated the relationship between organizational climate and employee's organizational commitment. The target population of this study was employees of

commercial bank and 200 employees were selected as the sample of the study. The result of the finding indicates that organizational climate has a contribution for the variability of employees' organizational commitment. Yitbarek et al., (2015) also studied the relationship between CSR and Financial performance of manufacturing companies in Ethiopia. The research finding indicated that CSR is positively related to better financial performance and the researcher recommended that firms should instill CSR initiatives into their corporate culture and business operation because increases in CSR investments can lead to higher company financial performance while balancing the needs of their internal and external stakeholders.

What is more, Sultan H., (2016) has studied the relationship between CSR and profit and the impact of CSR on profitability of the selected Oil and Gas distributing Multi-National Companies in Ethiopia. Findings revealed relationship between social responsibility cost and corporate profitability and the study concluded that social responsibility is vital to organizational performance. Ruth A., (2008) assessed the relationship between organizational culture and organizational commitment at equatorial business group. The study employed explanatory research design and quantitative research approach. The findings indicated that there is both negative and positive relationship between organizational culture and organizational commitment as such employees are not pleasant about the existing hierarchal culture; they prefer it to be clan next to adhocracy culture.

These research findings have significant contributions to CSR and OC literatures; however, they do not reflect the link between the proposed variables used in this research. Up on this research gap, the focus of the research is to examining the effect of employees' Perceived CSR and their perceived organizational support towards employees' organizational commitment on the Leather Sector.

Additionally, given the importance of the Leather Sector for its export earning, more employment and attraction to Foreign Direct Investment, the sector should have committed employees who contribution for the achievement of organizational goal and development of the country at large. Nevertheless, the Leather Sector is characterized by relatively low wages, which contributes to high labor turnover rates caused by lack of commitment among employees (Jan G. & Werner R., 2019). However, it is generally claimed that committed employees will favorably

impacted on the success of businesses and considered as important asset for the company survival and continuity. Most importantly, advancement of businesses is highly dependent on the workforces who work within it. In view of this fact, employees' commitment seems to be an important workplace behavior to be studied in relation to an employee working in the Leather Sector.

Consequently, this study is conducted to fill the identified research gap and to show the effect of CSR practice and organizational support on organizational commitment viewed from the employees' perspective in the Leather Sector.

1.3 Study Objectives

1.3.1 General Objectives

The general objective of the study is to reveal out the effect of employees' Perceived CSR and Perceived Organizational Support on employees' organizational commitment in Leather sector

1.3.2 Specific Objectives

This study is carried out in an attempt to accomplish three main objectives as follows:

- to describe whether there is a relationship between employees' Perceived CSR and organizational commitment
- to find out the relationship between Perceived Organizational Support and Organizational Commitment
- to reveal out whether employee's Perceived CSR or Perceived Organizational Support more predict the Organizational Commitment

1.4 Research Hypotheses

Hypothesis can be stated as a reasonably anticipated relationship between two or more variables expressed in the form of a researchable statement. Associations are estimated based on empirical arguments and theoretical literature reviews (see chapter two). In this study, the relationship between the independent variable (employee's Perceived CSR and Perceived Organizational Support) and the dependent variable (employee's Organizational Commitment) has been examined. After discussing the theoretical and empirical arguments in Chapter two of this study; the following three Hypotheses were proposed and examined.

Hypotheses 1: There is a statistically significant correlation between Perceived Corporate Social Responsibility and employees' Organizational Commitment

Hypotheses 2: There is a statistically significant correlation between the perceived organizational support and employees' Organizational Commitment

Hypotheses 3: Either Perceived Corporate Social Responsibility or perceived organizational support more predicts employees' Organizational Commitment

1.5 Significance of the Study

The study has the following importance:-

- There are two variables suggested by the theoretical model integrated in this study; which are employees' Perceived CSR and Perceived Organizational Support. These variables are incorporated to assess the influence on employee's Organizational Commitment. As to the knowledge of the researcher, there are no previous similar studies conducted in the Leather Sector. Thus, the study findings would be an input to the academic field (where there is limited researches) as it provides understanding of the relationship between the variables under consideration. Besides, the study can be used as a reference point and serve as a secondary source of data for those who want to conduct further study in similar areas.
- The result of the study would provide information regarding the extent to which employees' organizational commitment affected by their perception towards CSR and their perceived organizational support. In particular, the output of the research would assist the management of Leather Sector companies on how to improve employees' organizational commitment through improved implementation of CSR and organizational supports with due attention to increase employees' perspective towards such efforts.
- For the researcher, this study helps to advance his research skills.

1.6 Scope of the Study

The study has focused on employees of selected four Leather Sector Companies in Addis Ababa and the conclusions are made within the boundary the city. Hence, the conclusions can't be applicable to all regions in Ethiopia context. To assess practices of CSR dimensions from employees' perspectives, four CSR dimensions were utilized (Economic, Legal, Ethical and

Philanthropy Responsibilities) and seven indicators used to examine the Perceived organizational support. To assess the level of organization commitment (Affective, Normative and Continuance commitment), several indicators from each type of commitment were adopted.

1.7 Limitation of the study

The very critical situation was the way few respondents show their unwillingness to fill the survey. Very few employees from selected Leather Sector companies were not cooperative to provide the necessary information to obtain the required data for the study. The researcher managed this constraint through continuous contact and friendly approach with all the informants. The researcher used formal and informal communications and both hard copy and soft copy to obtain the required data of the study.

1.7 Organization of the Thesis

The study organized into five chapters. Chapter one deals with the background of the study, statement of the problem, Objectives of the study, Research hypothesis, Significance of the study, Scope of the study, Organization of the study and Definition of Key Terms. The second chapter presents literatures relevant to the study. It includes theoretical and empirical literatures as well as discusses the conceptual framework of the study.

The third chapter discusses the study setting, research design, research approach, source of data & the data collection methods, the target population and the sample design, method of data analysis and analysis technique, validity and reliability and finally ethical consideration presented. The fourth chapter devoted on results and discussion; which summarize the results and findings of the study. Finally, chapter five summarizes the findings from the results of the study, conclusions and forward relevant recommendations.

1.8 Definitions of key terms

Corporate Social Responsibility (CSR): “Corporate social responsibility is expectations which the society has of organizations at a given time includes the economic dimension (be profitable and required by the society); legal dimension (obey the laws and regulation and required by the society); ethical dimension (do what is just, fair and avoid harm and expected by the society) and philanthropy dimension (be a good corporate citizen and desired by the society)” (Carroll, 1979).

Perceived CSR: “it is employees own internal cognition about their organization, this cognition of employees about organizational involvement in CSR activities serves the reference point of evaluation of organization by the employees” (Lee et.al., 2013).

Organizational Commitment: is defined as the "mind sets" or psychological state (ie. feelings and/or beliefs) concerning an employee's commitment to the organization, characterizes the employee's relationship with the organization and has implications for the decision to continue membership in the organization (Meyer & Allen, 1997).

Organization Support: organizational support means that the organization takes into account the well-being of employees and increases their happiness (Nayir, F., 2012).

Perceived Organizational Support (POS): it is all of the positive and negative attitudes and behaviors of the employees based on whether their workplace cares about employees' needs, show respect, and values employees due to their contribution to the organization. POS means that employees are aware of their organization's contribution to them, they feel safe, and they feel that the organization is supporting them (Nayir, F., 2012).

Social Identity Theory: Social-psychological theory that attempts to explain cognitions and behavior with the help of group-processes (<https://en.wikipedia.org>).

Social Exchange Theory: refers to voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others (<https://en.wikipedia.org>).

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This section gives a detail literature review. It includes theories and studies carried out in the past in the same area. The objective in reviewing the literature is to build a deep and broad understanding of the concept related employee's Perceived CSR initiatives of their companies POS and OC; and further to identify and describe the relationship. The chapter starts with the presentation of concepts and theoretical literatures of the themes of the study. Then, empirical reviews discussed in detail which will be followed by conceptual framework of the study.

2.2. Literatures reviewed related to the topic

2.2.1. Corporate Social Responsibility (CSR)

The concept of CSR has attracted the attention of researchers for a long time. Since the 1950s, the literature on CSR has been rapidly enriched by many studies in theory and practice. In terms of the definition of CSR, it can be traced back to 1950's. At the beginning, academics first came up the definition of Social Responsibility (SR) rather than CSR. However, due to the appearance of SR, an increasingly number of academics were getting interested in this area and started to conduct academic research (Martínez, J. B & et.al, 2016).

Bowen is the first author who put forward the concept about SR, because of his contribution, Bowen was acknowledged as "Father of corporate social responsibility", he pointed out the concept of SR should be: "the obligations of business men to pursue those policies to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Bowen, 1953 cited in Rahman S., 2011).

In fact, Dahlsrud (2006) found out 37 different definitions of CSR through Google search and content analysis of existing CSR dentitions. Although the different definitions apply to different phrases to describe the meanings of CSR, after analysis and collection, the authors found there are five dimensions of CSR used most frequently within the literatures and practical application:

stakeholder dimension, social dimension, economic dimension, voluntariness dimension and environmental dimension (Dahlsrud, 2006).

On the other hand, Carroll integrated the existing aspects into a definition which attempts to explain and define what CSR is:

'The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time' (Carroll, 1979).

Based on the overview about the development in defining CSR, it can be said that Carroll's definition is the most widely-accepted and well-grounded. The review of the literature shows that Carroll's (1979) CSR definition is more comprehensive than the others. The reason is that, it can integrate all existing aspects and cover other concepts of CSR. Moreover, it is also compatible with a wide range of CSR perspectives and research (Ramasamy & Yeung, 2009, Banerjee, 2007).

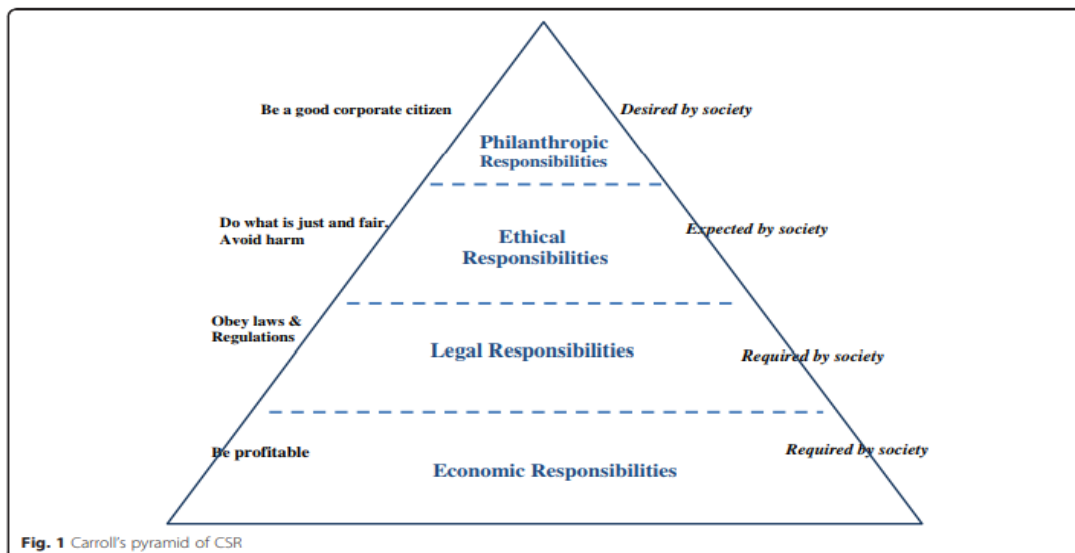
Just to mention instance, Banerjee (2007) asserts that Carroll's definition reflects the nature and type of responsibilities of business. The approach to CSR definitions categorized by Banerjee includes some key themes. First, in-the-short-run, obligations are identified to reflect what a firm should formulate in its policies and actions. Second, CSR often exceeds mandatory legal requirements, such as providing free day care for its employees. Third, voluntary activities are mentioned as CSR. And, lastly, the term stakeholder encompasses the concerns of society and social interests.

It is therefore important for a business to continue in its commitment to behave ethically and contribute to economic development while improving the quality of life of the work force and the surrounding community. This can be achieved through the various CSR activities that the business chooses to engage in for the benefit of its various stakeholders (McWilliams & Siegel, 2001). Companies perceived to have a strong CSR commitment would receive respect in the business which can result in higher sales. Besides, the firms often have an increased ability to attract and to retain employees, which leads to reduced turnover, recruitment, and training costs (Turban & Greening, 1997).

2.2.2. Carroll's CSR Pyramid

CSR researchers have identified various conceptualizations during the CSR development stages. Among them, Carroll's four part model provides a comprehensive understanding of CSR; hence this study will draw on his model to build the framework. Carroll (1979) integrated all relevant aspects of CSR and articulated a definition to cover all the responsibilities that businesses have to respond to in order to satisfy stakeholders' expectations. This definition included the economic, legal, ethical and discretionary responsibilities. The four-part definition of CSR was originally published in 1979. In 1991, Carroll extracted the four-part definition and recast it in the form of a CSR pyramid. The purpose of the pyramid was to single out the definitional aspect of CSR and to illustrate the building block nature of the four part framework. The pyramid was selected as a geometric design because it is simple, intuitive, and built to withstand the test of time (Carroll, 2016).

In this pyramid, economic responsibilities play a role as a background for all others. Obeying the laws is also a responsibility that business must fulfill at the same time they are attending to the former responsibilities. The two following blocks in the pyramid are ethical and philanthropic responsibilities. It should be noted that, in the CSR pyramid depicted in 1991, Carroll explain that "philanthropy is more discretionary or voluntary on the part of businesses".



Source: Carroll's (1991)

Figure 2.1- Carroll's Pyramid of CSR

The Economic Responsibility: According to Friedman (1970), that business has only one responsibility - to increase its profits. In this way, the primary role of business is to maximize economic value. To support for this position, there is an argument that if business firms focus on many objectives at the same time, no objective can be satisfactorily achieved (Jensen, 2002). This discussion revolves around the proposition that the single objective of maximizing firm value should be encouraged and doing so somehow leads to making society better off (Friedman, 1970; Jensen, 2002).

As to Carroll, in order to exist in a competitive market, business is required to be profitable as it is a basic economic unit in society. To be profitable, business organizations need to provide goods and services that customers want and need (Carroll, 1991). Fulfilling these components of economic responsibilities includes creating (and maintaining) jobs and fair pay for workers, discovering new resources, promoting technological advancement, innovation and the creation of new products/services (Jamali and Mirshak, 2007). According to this framework, in order to fulfill these duties, firms must integrate CSR into their strategy and closely align CSR to its mission and vision. To sum up, it can be concluded that economic responsibilities are a mandatory obligation that a business has to satisfy its owners in maximizing earning per share, maintaining a strong competitive position and a high level of operating efficiency.

The Legal Responsibility: Research finding claimed that legal responsibilities belong in business's accountability. These types of responsibility demand that business is expected to conduct its operations under the laws and regulations. The reason for the existence of legal responsibilities is that business organizations are not always trusted in what they have been doing; therefore, it is necessary to impose a consensus on standards for corporate behaviors (De Schutter, 2008). Some scholars argue that regulations and laws are really necessary for business with regard to what they have to fulfill; for example, companies are required to pay tax, or not to pollute at higher level, or sell goods with fewer safety warnings (Schwartz and Carroll, 2003). In particular, this compliance is very significant where laws of marketplace cannot guarantee a fair competition between business firms (Carroll, 1998).

In other words, economic missions should be fulfilled within the framework of the law (Carroll, 1991). These legal responsibilities are as fundamental as the economic responsibilities and are determined by the public or government (which is the representative of the public). However, there are two crucial points that should be noted. The first point is that legal responsibilities are implemented and followed involuntarily. The second point to not is that legality can only provide a base for business conduct, as it cannot cover all actions and behaviors which may happen in business (Schwartz and Carroll, 2003; Carroll, 1998)

The first two categories in the bottom of the CSR pyramid are compulsory obligations; the upper two are more voluntary responsibilities. In his studies, Carroll (1991) also affirms that economic and legal responsibilities represent ethical standards in terms of treating stakeholders equally and maintaining laws. However, ethical and philanthropic responsibilities include activities and practices beyond obeying laws, not codified in laws, but which may be expected and desired by society and its members.

The Ethical Responsibility: There are several reasons used to explain the necessary existence of ethical responsibilities, such as laws and regulations being just minimum requirements, laws not always being an ‘up-to-date’ reflection of latest norms to protect stakeholders, and not all social issues can be solved by laws or ‘laws may lag behind ethical thinking’ (Carroll 1998; Dahlsrud, 2006). There is still debate by the public on many issues as to whether they are ethical or legal, and new issues continue to emerge. Hence, ethical responsibilities are in part derived from ‘newly emerging values and norms’ that are not necessarily documented in laws or requirements (Carroll, 1998). Neither of research and practical studies can offer a clear explanation of ethical responsibilities. In particular, for firms in controversial sectors which produce products (such as alcohol, cigarettes, gambling) which may be harmful to individuals and society, ethical responsibilities are just mentioned as minimizing harm in an ethical manner (Lindorff, Jonson et al., 2012). Because they are not codified in law or clearly explained, such obligations are not compulsory. However, they are stakeholders’ concerns or expectations although not clearly-defined. Therefore, they lead to businesses dealing with such expectations with difficulty.

The Philanthropic Responsibility: The common thinking as to what CSR means is the willingness with which business offers assistance to the society, especially to the poor, the

victims of disasters, or other disadvantaged groups. This idea was affirmed in previous studies, for example (Walton, 1967 cited in Carroll, 1999). Nonetheless, CSR is not restricted to philanthropy. These philanthropic duties are only one of business's responsibilities. Philanthropy is related to 'giving back' and community involvement (Carroll, 1998). This action is not limited to spending financial resources for the community, such as conducting in-house training for drug abusers, or housing for the poor (Carroll, 1991). Broadly, philanthropic responsibilities of corporations are expanded into a variety of activities, such as collaboration with customers to collect donations, or providing/selling products/services not only to general, but also to specific customers such as non- mobile/disabled ones (Carroll, 1998). These activities are not mandatory; not framed into law, nor considered as ethical activities, but they are what business does to be a good citizen. However, Carroll (1991) also suggests that philanthropic responsibilities are not as important as the other three categories, but nevertheless are highly desired and prized.

The other argument relating to philanthropy is that philanthropic activities are considered as a strategy for economic benefits, such as increasing corporate reputation and market opportunities, or gaining brand recognition and loyalty. This is stated as one reason leading firms to build CSR into business strategy (Sánchez, 2000).

Similarly, the four part CSR definition forms a conceptual framework that includes the economic, legal, ethical, and philanthropic or discretionary expectations that society places on businesses at a given point in time. And, in terms of understanding each type of responsibility, it could be said that the economic responsibility is "required" of business by society; the legal responsibility also is "required" of business by society; the ethical responsibility is "expected" of business by society; and the philanthropic responsibility is "expected/desired" of business by society. Also, as time passes what exactly each of these four categories means may change or evolve as well (Carroll, 1991).

2.2.3. Organizational Commitment (OC)

Organizational commitment can be understood as when members of an organization are willing to continue to maintain the organization and have a psychological attachment to the organization. It plays a critical role and shows that staffs are ready and willing to work hard for the

organization's goals. It can be evaluated by how employees are observed performing their duties in the workplace. The OC definition proposed by Allen and Meyer (1990) is-

“A psychological state that characterizes employees” relationship with organization and has implication for the decision to continue or discontinue membership in the organization”

Therefore, any organization often tries to foster commitment in their employees to achieve stability which may reduce costly turnover rate. Moreover, it is believed that committed employees will also work harder compared to uncommitted ones and be more likely to “go the extra mile” to achieve organizational objectives. As stated by Meyer *et al.* (2002) research has consistently demonstrated that commitment does indeed contribute to a reduction in the turnover rate of the employees, absenteeism, job satisfaction, citizenship behavior, and performance.

Committed employees always strive for the success of the organization through realization of its mission and objectives. Organization could keep their employees committed by motivating employees, building trust and growing personal connections. Committed workforce has enormous paybacks to the organization like enhanced job satisfaction, increased job satisfaction, decreased employee turnover, reduced intention to leave and decreased absenteeism (Wei & Tai, 2010, Meyer & Allen,1991).

Allen and Meyer (1990) proposed a three-component conceptualization of OC. This model illustrates that employees tend to go through the force by experiencing three different kinds of mindsets: affective; normative; and continuance commitment.

Affective Commitment: This is emotional-based type of commitment. It is an indication that an employee is emotionally attached to the organization where he or she belongs. Employees who are affectively committed are the most to associate themselves to their employers whatsoever challenge their organizations may face. Employees who like and satisfied with their job, they are likely to commit themselves to the organization they live with. They typically identify with the organizational goals, feel that they fit into the organization and are satisfied with their work (Meyer & Allen, 1991).

Normative Commitment: This is obligation-based type of commitment. The employees feel obligated to do the tasks assigned who were attached to the organization. Employees feel a sense of obligation to their organization even at times of discontent or unhappy with their job. Normatively committed employees feel that leaving their organization would have disastrous consequences and feel a sense of guilt about the possibility of leaving (Meyer & Allen, 1991).

Continuance Commitment: This is a cost-based type of commitment which states that the cost that the employees may lose greater cost on leaving the organization. Therefore, they stayed into the organization out of need. With this, the employees are able to identify themselves as part of the organization out of the number of years that they are a part of a certain cliques in the particular firm (Meyer & Allen, 1991).

2.2.4. Perceived Organizational Support (POS)

Perceived Organizational Support (POS) is one of the important predictors of OC. In the literatures, the concept of organizational support is used synonymously with the concept of POS. POS is an abstract concept that develops in employees as a result of the organization's specific strategies and attitudes towards its workers (Selcuk, 2003 cited in Nayir, F., 2012).

POS is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socio emotional needs. POS is generally thought to be the organization's contribution to a positive reciprocity dynamic with employees, as employees tend to perform better to reciprocate received rewards and favorable treatment (www.psychology.uh.edu/pos). The theory behind the perceived organizational support concept advocates that employees will respond to their perceived treatment by the organization by modifying their efforts to meet organizational goals and remaining committed to realizing firm-level objectives (Loi et al., 2006).

According to Organizational Support Theory, POS strongly depends on employees' attributions concerning the organization's intent behind their receipt of favorable or unfavorable treatment. In turn, POS initiates a social exchange process wherein employees feel obligated to help the organization achieve its goals and objectives and expect that increased efforts on the organization's behalf will lead to greater rewards. POS also fulfills socio emotional needs,

resulting in greater identification and commitment to the organization, an increased desire to help the organization succeed, and greater psychological well-being (James N., 2015).

Furthermore, Rhoades and Eisenberger, (2002) hold that, in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Employees who perceived organizational support have the felt obligation to help the organization achieve its objectives, goals, their commitment to the organization, and their abilities and performance would be rewarded. Positive behavioral outcomes of POS would include increases performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover.

As Allen et al. (2003), Social exchange theory and organizational support theory suggest that employees who receive high levels of support from the organization are inclined to repay the organization. One essential way to reciprocate the organization's favorable treatment is through continued participation argued, employees who receive more support as part of the inducements offered by the organization would have less desire to leave the organization.

Characteristics of the supportive organization are focused on different aspects of the organization and the employees. According to Nayir, F. (2012), characteristics of supportive organizations can be summarized as (a) supporting employee's creativity and encouraging them in this regard, (b) valuing employees, (C) giving rewards to employees, (d) trying to have positive communication within the organization, (e) being fair, (f) building trust in the environment of the organization, (g) doing organizational jobs and activities willingly, (h) being consistent about organizational polices and activities.

Previous researches showed various categories of POS. According to Rhodes and Eisenberger (2002), organizational justice is about the employee recognizes justice in applications of the organization. The principle of equality is important for allocating resources, giving reward and punishment in organizations. Besides, supervisor support is related to determination of the mutual relations between the employer and the management. Providing organizational support ensures employees to work more on both the management and employees help each other's

positions. Moreover, Organizational rewards and job conditions are related to concepts like rewards, recognition, salary, promotion, job security, autonomy, role stress, education and size of the organization. Working conditions are related to the job security, autonomy, and stress the size of the organization. Trust and support from the management and colleagues, includes employees trust and help each other as the result of management's support. Thus, they contribute to achieve the objective of the organization. Shore and Shore, (1995) cited in Nayir, F., (2012) have also identified Human Resources practices which include rewarding practices of the organization, career development opportunities social support provided for employees and arrangement of business conditions.

2.2.5. Employees' Perception on CSR

In this study, employee perceptions of CSR are a central component. Lee et.al, (2013) define employee Perceived CSR activities as "the degree to which employees perceive a company supports the activities related to a social cause". Perception refers to constructing an understanding of the social world from the data we get through our senses. Thus, perception refers to the process by which we form impressions of other people's traits and personalities.

Researchers showed that employee perceptions regarding CSR vary. According to Glavas (2016), these perceptions vary due to what is meaningful to them, their individual differences and how individuals construct their self-concepts. This is true since it is suggested that it is the perceptions of an organization's CSR practices, rather than the actual practices themselves, which will impact upon employee outcomes.

Additional research suggests that employee perception of company's initiatives in CSR have a direct effect on loyalty and commitment. The perceptions held by employees, with regards to organizational CSR, shape employee attitudes and behaviors toward their organization. The perceived fairness of the organization impacts upon employee well-being as well as vital employee outcomes including employee commitment and organizational citizenship behavior with commitment being the outcome variable of interest in this study (Greening & Turban, 2000; Brammer et al., 2007).

2.2.6. Social Identity Theory

Social identity is the portion of an individual's self-concept derived from perceived membership in a relevant social group. As originally formulated by social psychologists Henri Tajfel and John Turner in the 1970s and the 1980s, social identity theory introduced the concept of a social identity as a way in which to explain group behavior (<https://en.wikipedia.org>). Henry Tajfel (1982) cited in Amarsaikhan (2014) defined Social Identity as:

“...that part of the individuals’ self-concept which derives from their knowledge of their membership of social group (or groups) together with the value and emotional significance of that membership”.

Social Identity Theory is an integrative theory about the perception of psychological basis of intergroup discrimination. It is concerned with both the psychological and sociological aspects of group behavior. It studies the impact of individual perception, social categorization and group distinctiveness on individual's attitudes and behaviors (<https://en.wikipedia.org>). Based on the Social Identity Theory, people classified themselves into social groups on their willingness to establish their self-identity. This, in turn, enabled them to develop strong bonds in relationships. Therefore, they defined themselves as a member of the organization they work with (Samanta et al., 2013).

Employees who belonged to an organization with a positive reputation attempt to associate themselves as part of that organization (Brammer et al., 2007). Moreover, if the employee's perception on the social performance was positive, then it would attract and retain current employees in the workplace and can influence positive outlook on their jobs. Social Identity Theory, therefore, could be used as a base in explaining the relationship between employee's Perceived CSR activities and the employee's psychological attachment to their companies (Turker, 2009).

Social identity theory has been used widely to explain the relationship between CSR and organizational commitment. Employees are labeling their identity with their attachment to the organization and the way they perceived how others see the organization as a whole. Therefore, the more they are emotionally attached to the organization, the higher their self-association to the organization they are working with. This is likewise incorporated to the idea of Social Identity Theory as labeling themselves with the identity they perceived to the groups of employees they

are dealing with who also had an equal obligations in carrying out the different CSRs of that particular organization (Turker, 2009; Brammer et al., 2007).

This theory is significant in analyzing the employee's commitment to their organization in the Leather Sector companies based on overall score of the different level of commitment such as affective, normative and continuance measures as influenced by their Perceived CSR activities in their organization.

2.3. Theoretical Literatures

2.3.1. Social Exchange Theory

As discussed by Karen S. (2006) social exchange as a process of central significance in social life and as underlying the relations between groups as well as between individuals. He focused primarily on the reciprocal exchange of extrinsic benefits and the forms of association and emergent social structures that this kind of social interaction created.

Social exchange refers to voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others. According to Blau (1985) Social exchange involves the principle that one person does another a favor, and while there is a general expectation of some future return, its exact nature is definitely not stipulated in advance.

Accordingly, organizational researchers argue that employer and employee exchange not only impersonal resources such as money, services, and information, but also socio-emotional resources such as approval, respect, and support (Eisenberger, et al, 2001). Social exchange theory and the norm of reciprocity have recently been applied in organizational research to describe the motivational basis behind employee attitudes and behaviors in organizations (Wayne et.al, 2002).

Konovsky and Pugh, (1994) found that the social exchange theory is based on reciprocity between the employer and the employee. The employee holds the belief that if she does her work according to its demands and gives her best to the organization, then she will be rewarded in the form of pay and rewards, good working conditions amongst others and this will in turn result in an improved attitude towards work. What is more, according to Lori et, al., (2007), social

exchange theory has certainly been useful in helping identify positive outcomes associated with perceived organizational support. Specifically, if employees feel happy when they are working in their corporation, they are likely to actively support their corporation as mutual social exchange.

Hence, this theory is significant in analyzing the employee's perception of organizational support (POS) of Leather Sector companies as to how it predicts employee's organizational support (OC).

2.3.2. The Leather Sector in Ethiopia and CSR

The Leather Sector in Ethiopia has existed for almost a century and a key shift in the development of the Ethiopian Leather Sector was initiated by the introduction of an export tax on different types of semi-processed leather since the late 2000s (LIDI, 2017). The expansion and upgrading processes are reflected in trade and employment data. The value of Leather Sector exports increased from an average of USD 53 million between 1996 and 2000 to USD 135 million between 2013 and 2017. The increase in exports in recent years has been mostly driven by FDI companies in the leather footwear and gloves sub-sectors. Today, the most important leather exports include finished leather (USD 86.1 billion in 2017), leather footwear (USD 38.5 billion) and leather products (esp. gloves and bags) (USD 7.6 billion). Similarly, employment almost doubled from 11,365 employees in 2012/13 to 21,094 in 2017/18, mainly due to growth in the footwear-sub-sector. Employment levels in tanneries, on the other hand, are stagnating (Jan & Werner, 2019).

Leather Sector is identified as one of the potential sectors which is playing crucial role in achieving long-run policy objectives and transforming the country's development status to a higher level by increasing the foreign currency earning of the country, expanding employment opportunities and attracting foreign direct investment (UNCTAD, 2018; Girum & Florian, 2013). As described in the National Growth and Transformation Plan (GTP-II), the leather and leather products sector is one of the priority sectors which contribute on average about 6-8 % of the gross value product of all manufacturing industries. Moreover, according to the same source, the sector contributes about 6 % to national GDP and the export of leather products continues to be an important source of foreign currency earnings (FDRE, 2016).

As to the annual report of LIDI (2018), Ethiopia had 30 tanneries with 7,516 employees processing hides and skins to different types of finished leather. In 2018, the total wet-end installed capacity amounted to around 275 million square feet per year. The footwear sector has experienced significant growth and an increasing export orientation in the context of FDI and local investments since the mid-2000s. By mid-2018, the footwear sector consisted of a few thousand artisanal footwear manufacturers and 19 to 22 formal firms. The formalized footwear sector employed 11,145 people and produced roughly 5 million pairs of leather shoe in 2017/18 (2010 E.C.). The leather products (excluding footwear) sector should be differentiated between manufacturers of leather bags, jackets, wallets and belts, and manufacturers of gloves. By mid-2018, 42 formal companies produced leather products (excluding gloves and footwear), employing 1,285 thousand persons.

Ethiopian Government has established rules and regulations to help ensure sustainable production of leather and leather products in Ethiopia. Key regulatory instruments linked the leather sector includes the FDRE Constitutions, the Labor Proclamation; Environmental Policy of Ethiopia⁴ Ethiopia's Climate Resilient Green Economy Strategy; Environmental Impact Assessment (EIA): Environmental Pollution Control Solid and Liquid Waste Management, among others. These frameworks are vital tools in terms of practicing the social responsibility or sustainability issues of the Leather Sector focusing to protect the workers human dignity, to take all necessary occupational safety and health measures; to ensure that all Ethiopians live in a clean and healthy environment; to improve and enhance the health and quality of life of all Ethiopians and to promote sustainable social and economic development through the sound management and use of resources and the environment; to promote community participation in order to prevent adverse effects and enhance benefits resulting from solid/ liquid waste management (UNCTAD, 2018).

Although Ethiopia has a regulatory framework to reduce the social- environmental impact of Leather Sector, the laws are often not enforced properly. The current Ethiopian labor law contains articles with respect to the maximum working hours per week, overtime hours, and employment conditions. However, there are still huge gaps in terms of doing business in socially responsible manner. Studies showed that there are some efforts to put in place strategies and

guidelines regarding human right, environment, labor law etc., but there are still sustainable issues in the Leather sector related to environmental pollution, low wages, high labor turnover rate, long hour /overtime work and low productivity growth (Jan & Werner, 2019; Abebe, 2019, Mathias, 2015). In one way or another, these issues are the concern of the current study which explored the influence CSR practices and organizational support on organizational commitment from employee's perspective in order to come up with understanding of the association between the variables and provide practical recommendations for enhancing practices and improving employees' commitment.

2.4. Empirical Literatures reviews of Perceived CSR, POS and OC

In this section, reviewed empirical literatures related to the theme of the study will be discussed for providing understanding of the relationship between the variables. For ease of understanding, Carroll's four dimensions of CSR such as economic, legal, ethical, and discretionary responsibility variable will be described as employee's perceptions of CSR activities or Perceived CSR as measured through employee perceptions of organizational CSR activities.

Lai et. al., (2013) evaluated how employees perceive four types of responsibilities using Carroll's CSR pyramid (1991), consisting of economic, legal, ethical and philanthropic responsibilities. First, from identified CSR perceptions, business organizations need to change the way to disseminate CSR activities towards their employees. Second, the findings provide more evidences that Carroll's CSR pyramid (1991) is appropriate, with firm feasibility, to be employed for further CSR studies. Considering that CSR practices can influence various organizational context and outcomes, this study identified that employees' Perceived CSR practice influence organizational commitments of employees.

There are studies conducted to indicate the relationship of perceptions of employees CSR practices and OC. For example, Turker (2009) applied social identity theory on different business professionals and discovered that CSR to social and non-social stakeholders, employees, and customers were the significant predictors of organizational commitment.

The research by Aisha (2016), investigates the relationship between OC and CSR within a model that draws on the Social Exchange Theory. The result showed that there is a positive relationship

between each aspect of employee Perceived CSR and organizational commitment which emphasized the payoff in terms of OC that may flow from corporate investments in internal CSR. Ante and Ken (2014) explores the impact on employee attitudes of their perceptions of how others outside the organization are treated (i.e., CSR) above and beyond the impact of how employees are directly treated by the organization. Results of a study on employee perceptions of CSR are positively related to OC with the relationship being partially mediated by POS.

Peterson (2004) identified that employee's self-concept is affected by policies and activities of the organization. In particular, self concept is more likely to be enhanced in an organization that engages in CSR. The high self concept is likely to increase employee's OC because employees would like to adhere to organizations that can enhance the identity. Besides, Miguel and Jorge (2009) focused on the relationship between four dimension of responsibility and affective commitment. They found that employee's perceived CSR has a positive link with OC. The perceived CSR includes actions such as conforming to rules and regulations, reducing waste and pollution, treating employees and other stakeholder fairly, as well as engaging in community development. Organizations which are perceived as socially responsible provide a means for enhancing employee's self-concept. Employees who benefit from the enactment of the self-concept are more likely to develop greater OC.

Recent studies have also examined that there is positive relationship between perceived CSR and OC. Researchers found that OC is bought by employee's internal and external perceptions of CSR. As a result, employee's work attitudes are more likely to be positively influenced by their Perceived CSR. If the organization responses to social issues in a positive way, employees will desire to identify with their organization which will be followed by passivity work attitude. Employee's perception of an organization's social awareness will lead to OC (Collier et.al. 2007). CSR is often used to create and nurture positive social relationships between organizations and other stakeholders. Employees may see engagement in CSR efforts as evidence that the organization values these relationships (Rupp et al., 2006).

Research on organizational behavior investigates the effects of CSR on OC through the lens of social identity theory which is a social-psychological theory that attempts to explain cognitions and behavior with the help of group-processes. Based on this theory, people categorize

themselves and others into different social groups. To enhance their self-esteem, individuals will compare the characteristics of groups that they are members of with other groups and they are inclined to view their company success as their own personal success (Turker, 2009).

Brammer et al., (2007) studied this relationship found out that the most negative effects on employees' perceptions of the company were caused by corporate damage to the environment and inappropriate behavior towards customers. Philanthropy and involvement in social causes, however, were regarded positively by the employees. Jayamalathi et. al., (2016) examined five dimensions of internal CSR namely health and safety, work life balance, training and development, workplace diversity and compensation and benefit was used to measure the level of employee's emotional attachment towards the organization. Findings obtained indicated that compensation and benefit is the strongest predictor in affecting employees' perception on organizational affective commitment followed by health and safety and workplace diversity.

Besides, according to Dutton et al., (2010), an organization that is socially responsible has an improved image and reputation with its stakeholders. An organization that engages in external and internal CSR initiatives positively affects employees and they feel honored to be members of the organization. Employees believe that the organization cares and, as a result, CSR activities can enhance an employee's motivation to associate with the organization. Social identity also suggests that if treating others well is part of an employee's self-concept then companies that also treat others well will strengthen the employee organizational commitment to the organization.

Divya et. al. (2016) mentioned in their article the purpose to understand employees' perception on CSR and the importance of CSR in motivating the employees towards OC. The researcher in this study identifies the internal impact of the CSR on the employees of the organization and its positive effect on the commitment of employees towards the organization. The researcher has found that organizations that involve themselves in CSR activities reshape the level of motivation, performance and moreover retain the employees to stay longer in the organization. The study also evaluates the importance of internal stakeholders and consumers as a part of CSR policies and programs. This study is a beginning to understand that CSR encourage employee

development and a good CSR program is essential to take employee values into consideration as well as strengthening the relationship between the employees and the employers.

With regard to the other variables, attempt was made to examine the relationship between POS and OC. The relationship between POS and OC can be explained by relying on social exchange theory. Based on the theory, we expect that the increased level of POS can strengthen the level of employees' OC. In this research, we consider OC as a level of employee's psychological attachment toward his or her organization. According to a meta-analysis conducted by Rhoades and Eisenberger (2002), it is important that organizations foster POS in the minds of employees, as there are several critical psychological processes that underlie the outcomes associated with POS. First, based on the norm of reciprocity, POS should instill a feeling of obligation, such that employees will care about and want to contribute to the organization's well-being, due to the organization's contribution to their own personal well-being. Also, given that POS communicates to employees that they are personally valued and respected by the organization; POS has been shown to contribute to employees' socio emotional needs, leading employees to incorporate organizational membership and role status into their social identity.

Lastly, POS serves to contribute to employees' expectancy beliefs regarding performance rewards. As the authors pointed out, all of these perceptions have the potential to result in favorable outcomes for both the employee (e.g., positive effect on job satisfaction) and the organization (e.g., increased affective commitment and performance, decreased turnover). Therefore, based on the empirical and theoretical discussion above, the following hypotheses are proposed

Hypotheses 1: *There is a statistically significant correlation between Perceived Corporate Social Responsibility and employees' Organizational Commitment*

Hypotheses 2: *There is a statistically significant correlation between the perceived organizational support and employees' Organizational Commitment*

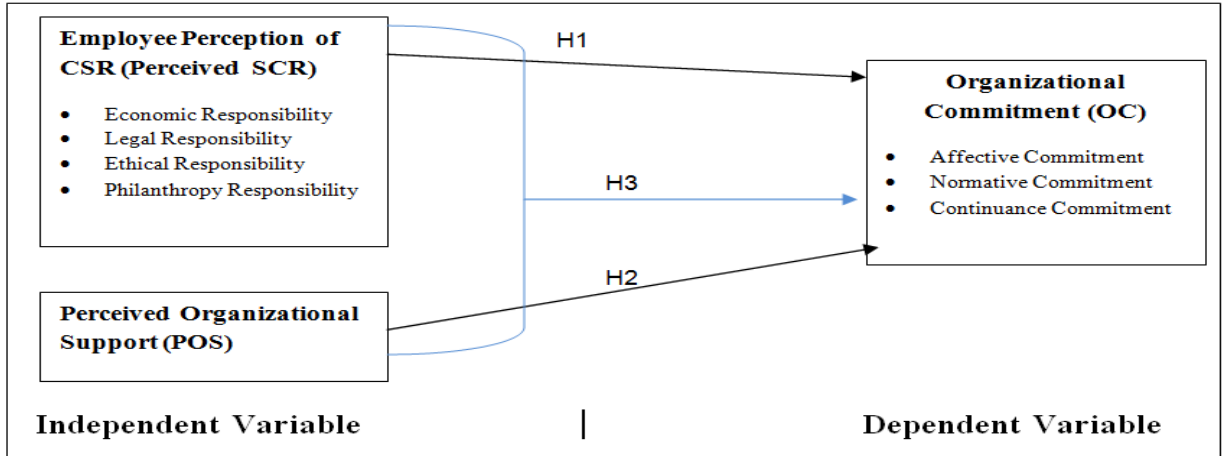
Hypotheses 3: *Either Perceived Corporate Social Responsibility or perceived organizational support more predicts employees' Organizational Commitment*

2.5. Conceptual Framework

The objective of this research is to develop and test a model describing the potential influence of employee's Perceived CSR and their perceived organizational support on their organizational commitment of the Leather Sector in Addis Ababa. Employee organizational commitment is a complex and multidimensional phenomenon that will be influenced by both corporate contextual factors and by employee perceptions (Collier & Esteban, 2007). Now a day, researches have expanded to include how employee's Perceived CSR and perceived organizational support affects employee organizational commitment. Based on the impression on the CSR literatures and relevant research related to the theme of the study, the conceptual framework and hypotheses are developed.

The model demonstrates how the factor variables such as Perceived CSR and POS affects OC as depicted in the Figure 2.2. One of the independent variable of the study is Perceived CSR, is the starting point in the established model with economic, legal, ethical and philanthropy dimensions of responsibilities based on Carroll's (1991) four-part model. The CSR scale has been frequently adopted in the literatures and has been widely accepted (Lai et. al., (2013). Their scale is used in this study because it has comprehensive dimensions for assessing organization's social responsibility activities from employee's perception in the Leather Sector in Addis Ababa. With regard to the other independent variable POS, measures to examines employee's perceptions of the degree to which their organization cares about their welfare and values their input which is developed by Eisenberger et.al., (1986). Such instrument has been used by many researches (Worley et.al., 2009). The dependent variable of the study- Organizational Commitment (Affective, Continuance and Normative Commitment) measured using scales utilized by different researches Allen and Meyer (1990). Various researchers modified and used to examine level of OC in different context.

In previous studies, Social Identity and Social Exchange Theories have been used to look at the relationship between the factor variables such as Perceived CSR and POS and how it affects OC. This study will also use these theories to examine the relationship between the study variables.



*Source: Developed by the researcher based on theoretical and empirical literatures.
Figure 2.2 Conceptual Framework of the Study*

In capsulated manner, one major gap identified was the absence of such a study in Ethiopia context. There was not much consideration given for thoroughly identifying the predictors of organizational commitment in Leather Sector in general and other business areas in particular in Ethiopia. Literatures uncovered to study as to which variables are the stronger predictor of the organizational commitment (Perceived CSR or POS). It can be also said that there are absence of studies focusing exploring the direct effect of the predictor variables in the current study. Hence, the finding would help business for undertaking focused efforts for cultivating committed employees.

Research explored that by better understanding employees’ organizational commitment, novel strategies could be designed that would improve levels of employees’ attachment to their organization, thereby possibly lessening the costly undesirable effects of attrition for high turnover in the sector which ultimately affect organizational performance and productivity. Here, it is important to note that future research might be vital to examine how POS mediates or moderates the relationship between Perceived CSR and OC, as this research considered both variables as independent variable.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

In previous section, literature reviews pertaining to the theme of the research discussed. The following chapter provides an outline of the research approach, research design employed in this study, the sampling strategy used and the sample obtained. A description of the instruments to measure the variables and an outline of the procedure employed presented. What is more, validity, reliability, an outline of the data analysis technique and tools used presented. Finally, the ethical considerations of the current research also discussed.

3.2. Research Setting

The study was carried out in Addis Ababa. Firstly, the rationale behind the choice of location was influenced by the researcher nearness in Addis Ababa as compared to conducting outside areas. Besides, given the researcher familiarity of the Leather companies in Addis Ababa, it was found conducive to select sample respondents in order to generate data that would answer the research questions. Secondly, there are various registered tanneries, footwear companies and leather manufactures in the Leather Sector where most of these companies are located in Addis Ababa and adjacent cities (LIDI, 2018). As a result, the researcher delimited in Addis Ababa where there are various companies engaged in Leather and Leather products, to investigate how employees' Perceived CSR initiatives of their companies and their Perceived Organizational Support (POS) affect their Organizational Commitment (OC).

3.3. Research Design

Research design is an advance planning of the methods to be adopted for collecting the relevant data and to analyze, objectively and economically. It is the conceptual structure that specifies the methods and procedures for collecting and analyzing the information needed and ensures its relevance for solving a problem (Jackson, 2007). For the efficiency of the study and to yield maximal information, descriptive research and explanatory research were used. Research that is descriptive examines the relationships among variables (correlation). For the purpose of

providing a complete and elaborate analysis of how employees react to their organization's CSR initiatives and organizational support and how their perceptions affect organizational commitment towards their company, a descriptive research design was followed. This method is selected because it provides an accurate portrayal or account of the characteristics (behaviors, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group); it also allows researchers to study larger groups of individuals more easily (Jackson, 2012).

Besides, as noted by Saunders et al., (2009), explanatory studies are used when exploring relationships between different factors and variables and how they affect each other. The explanatory research on the other hand often extends the descriptive approach to suggest or explain why the employees' OC is influenced by factors variable such as perceived CSR and POS. As such, a research survey was undertaken among employees of selected Leather sector companies found in Addis Ababa to explore the relationship between the variables in this study.

3.4. Research Approach

According to Creswell (2009), there are three common approaches to business and social research namely, quantitative, qualitative and mixed methods approach. Quantitative research is a means for testing objective theories by examining the relationship among variables. In contrast, qualitative research approach is a means for exploring and understanding the meaning individuals or groups describe to a social or human problem with intent of developing a theory or pattern inductively. Besides, mixed methods approach is an approach in which the researchers emphasize the research problem and use all approaches available to understand the problem.

In this research, the quantitative research approach was chosen which would allow for the establishment of causal relationships between variables and provides important insights into the interrelationships that could exist between variables of interest and enhances our understating of their links. The method also involves strict definition of terms and measurement of variables of interest, so that the researcher is actually measuring what he sets out to measure and not another phenomenon (Creswell, 2009).

3.5. Research Population and Sampling Techniques

3.5.1 Research Population

According to Saunders et al., (2009), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. The target population of the study is the current management and non-management permanent staff from such as managers, supervisors and employees selected from various departments including Production and planning, technical, commerce, finance, Admin and RD departments of Leather sector companies in Addis Ababa. Purposefully, a sample is taken from companies operating in Addis Ababa and who are also members of Ethiopian Leather Industries Association (ELIA), in order to obtain data about employee's Perceived CSR, their perception of organizational support and level of commitments to their organization.

At the outset, the researcher contacted the ELIA and the later provided lists of members profile and contacts of companies (ELIA, 2018). According to this latest data, there are a 24 tanneries, 20 leather products manufacturing, 13 Shoe manufacturers and with a total of 57 members organizations engaged in Leather Sector. It was observed that the organizations have varied year of operation in the sector and organization size such as small, medium and large firms. Researches show that older firms have better experience of CSR and invest more in CSR programs than younger firms (Withisuphakorn & Jiraporn, 2015). So, the study sampled older firms with a more year's operation in the sector. In addition to this, according to Udayasankar (2008), firms with large scale operation, higher visibility and resource access are more likely to take part in social responsibility. With such ground, researching with these firms sounds more for this study. Furthermore, ELIA has identified companies which are well recognized in CSR initiatives like environment protection activities, charities, community involvement among others. Therefore, based on the above criteria, a total of Four Leather Sector companies are identified and approached for data collection. These firms are member of ELIA Association, registered as large organization, worked for more than three years in the sector.

The selected companies were contacted in person and asked for authorization to gather data from their employees. Then, preliminary visit was conducted with selected organizations and discussion was held with the HR personnel regarding the purpose of the research, ethical

considerations that should be maintained and the options to administer the questionnaire either through a normal paper version or online form managed through Google Form (<https://forms.gle/yw6iweFJrZU7JxRT9>)

If the respondents prefer to do the survey through the paper format, then the hard copies of the survey forms (translated in Amharic) was delivered and the researcher along with HR personnel of each organization distributed the survey copies to the sample employees. To enhance the response rate, the questionnaires were delivered by hand and collect by hand on a scheduled pickup date. On the other hand, if respondents chose to perform the survey through online, then the online link of the survey was provided through HR manger and communicated through employees' email address.

3.5.2 Sampling Design

The samples designs are basically of two type i.e. non-probability sampling and probability sampling. In non-probability type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remains supreme. On the other hand, probability sampling is also known as 'random sampling' or 'chance sampling' where every item of the universe has an equal chance of inclusion in the sample (Creswell, 2009).

To draw the sample of this study probability sampling was adopted. From probability sampling, a simple random sampling was conducted since it helps to measures a subset of individuals selected from a larger population to approximate a response from the entire group. It is also an unbiased approach to garner the responses from a large group because individuals who make up the subset are chosen at random (each individual in the large population set has the same probability of being selected). As explained by Bhattacharjee (2012) simple random sampling as the strategy whereby the sample is chosen by a simple random selection and every member of the population has an equal chance of being selected. This technique was selected because: firstly, it is the least sophisticated of all sampling designs and secondly, the researcher wanted to select a sample that represents a broader group of persons as closely as possible.

Even though there are different methods of sample size determination, this study used the one which was developed by Carvalho (1984) because of its simplicity/convenience to apply. The

data from HR Management during the preliminary visit indicated that there were around 1450 total permanent staff members from selected companies. Studying the whole of the population is impossible due to the high cost and time requirement. The method is presented in table as follow.

Population Size	Sample Size		
	Low	Medium	High
51 – 90	5	13	20
91 – 150	8	20	32
151 – 280	13	32	50
281 – 500	20	50	80
501 – 1200	32	80	125
1201 – 3200	50	125	200
3201 – 10000	80	200	315
10001 – 35000	125	315	500
35001 – 50000	200	500	800

(Source: J.Carvalho`s, 1984)
Figure 3.1 Carvalho's Sample Size determination for the questionnaire

The total population size of the study from the FIRM-AAT = 310, FIRM-KSF =320; FIRM-BT= 258, and FIRM-TASF= 569 making a total number of 1450 permanent staff from selected organization in question (Since this research assessed sensitive issues like CRC initiatives and level of employees commitment, selected organization presented anonymously). Thus, taking in to account a small population size variance and the cost of taking samples and time consuming for large sample size, medium sample size have been applied in accordance with the given population size. According to Carvalhos sample size determination indicated in Fig. 3.1, the samples size which has been selected was: 50 respondents each from the first three companies and 80 sample respondents from the fourth company indicated earlier. To keep the response rate relatively constant, the sample size has increased by 10% as allowance. Thus, the final sample sizes were 55 samples each from the three companies and 85 respondents from the fourth one which makes a total sample of 250. It should be noted that all selected respondents had a minimum of one year experience in their companies and were willing to participate in the study. Besides, attempt was made to increase sense of privacy when employees answering the questions to get their honest opinion in the matter.

3.6. Source and data collection technique

Data collection takes a variety of forms depending upon the focus of the research. The validity of the conclusions is often dependent upon the richness of the data set as well as the quality of the research design (Creswell, 2009). Therefore, it is essential to decide which type of data should be used for the study. In this study, both primary and secondary sources of data have been utilized. The study had begun with secondary data analysis through the detailed review of related literature. In this regard, the researcher had reviewed different books, published and unpublished documents, journals, articles and research papers to get information on theoretical and empirical frame work of the study. What is more, primary data was collected from employees from Leather Sector companies through a structured questionnaire to investigate the influence employee's Perceived CSR initiatives of their companies and their perception of organizational support on their organizational commitment.

In order to carry out the research, the researcher employed survey questionnaire as research instrument to collect primary data from employees who are the primary concern for the subject matter. Primary data that was collected through the questionnaires (through hardcopy and online form), completed by the respondents themselves. This method is used to provide standardization since the data is original and relevant to the topic, in which all respondents will be responding to the same question. Moreover, this type of primary data is current and it can give better and realistic view to the researcher about the topic under consideration (Creswell, 2009).

The questionnaire contains close-ended questions whereby respondents are required to choose from options provided on the survey questions. Questions related to the demographic profile of the respondents were assessed. All the indicators related with the variables of interest were assessed on five point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). To avoid respondents' lethargy partiality, these variables related questions were distributed in a casual manner. There were also some reversed items (negatively worded questions) in order to keep respondents from answering carelessly and help correct for agreement bias (Bhattacharjee, 2012). Furthermore, one question was asked in the survey to evaluate the employees' awareness since the hypotheses created in this study are reasonably operational if the employees are aware of their organizations' CSR activities.

The questionnaire was divided into different sections. In the first section, a question was asked on the employees' awareness on their organization's CRC activities. The awareness indicators were measured on a multiple choice, which consists of six options to choose from. The second part of the questionnaire incorporated four questions in each CSR dimensions, which related to the employee's perception of the dimensions of socially responsible practices of their companies (Economic, Legal, Ethical and Philanthropy responsibilities). In the third section, a total of twelve questions were structured in the survey to be rated by respondents regarding their level of commitment (Affective, Continuance and Normative Commitment). In the fourth part of the questionnaire, seven indicators to measure employees' perceived organizational support were included. The last part of the questionnaire, Section 5, was about the employees' demographic details.

3.7. Description of Variables and Measurements

Exploring the effects of employees' Perceived CSR and POS towards employees' OC among the Leather Sector companies is the main objective of this research study. In this study, there are two independent variables. The first one is Perceived CSR which was studied by using four dimensions such as Economic, Legal, Ethical and Philanthropy Responsibilities. The second independent variable was Perceived Organizational Support (POS) and seven indicators were included in the survey question. The dependent variable was employee's organizational commitment (OC) was measured based on three levels of commitments such as Affective, Normative and Continuance commitment.

To identify valid measurement scales for the variables in this study, the researcher first went through an intensive review of the literatures. Therefore, measurement items that have been used and tested in previous studies were adopted (see Appendix). For all variables, respondents rated their agreement with each statement using rated at 5-point Likert scale such as 1 = *strongly disagree*, 2 = *disagree*, 3 = *neutral*, 4 = *agree*, and 5 = *strongly agree*.

In relation to Perceived CSR, Carroll's four part model provided comprehensive dimension of CSR and this study used to measure employees' perceptions of CSR. The CSR scale has been frequently adopted in the literatures; hence responses to items scores were added to get overall results based on the four dimensions of CSR Scale (Maignan and Ferrell's, 2000). The alpha

reliability of the scale in this study was found to be 0.81. Participants were asked to evaluate a number of socially responsible initiatives according to the four dimensions of CSR. To measure the overall result of employees' Organizational Commitment, twelve items (four indicators for each level of commitment) adopted from (Muhammad, R. B., 2016). Cronbach alpha of this scale was 0.83. Perceived Organizational Support was measured using seven items of developed by Eisenberger et.al, (1986) and the Cronbach alpha value was above 0.70. The survey examines employee's perceptions of the degree to which their organization cares about their welfare and values their input.

Finally, a self-developed demographic questionnaire was administered to the respondents for purposes of gathering accurate information about the sample for descriptive purposes and for possible implications finding. In this part, questions solicited information pertaining to participant's age, gender, race, marital status, level of education and year of experiences were raised.

3.8. Validity and Reliability

Validity was concerned with how well the concept is defined by the measure. Therefore, this study attempted to address validity through the review of literature and adapting instruments used in past researches (Field, 2006). In statistical terms, reliability is based on the idea that individual items (or sets of items) should produce results consistent with the overall questionnaire. According to Jackson (2012), reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials. Reliability is about the internal consistency of research instruments; it is the ability of research instruments to produce similar results time and again under consistent conditions. All items applied to measure constructs were taken from validated sources from literature.

In this research, data were initially cleaned for possible non-response, invalid answers, or any incomplete questionnaires and hence seven responses were rejected due to these problems. To ensure the inner consistency of the present instrument, it was used the Cronbach's alpha coefficient. The Cronbach's alpha is a statistical instrument that gages the inner consistency of a questionnaire. It is achieved by the variance of individual components and by the variance of the components sum of each assessed, aiming to examine the likely relations between the items.

Cronbach alpha measures the extent to which item responses obtained at the same time correlate highly with each other and the widely accepted social science cut off is that alpha should be 0.70 or higher for a set of items to be considered a scale (Field, 2006). In this research, all the explanatory variables and output variable have met the above requirement (see Chapter Four).

3.9. Data Analysis and Analytical tools

To draw valid and understandable conclusions and make important remarks, quantitative method is used for the research. The survey data was presented in both tabular and graphical illustrations. Then, the software program of Statistically Package for Social Science (SPSS) version 20 used to analyze the collected empirical data. This analytical tool helps to translate and analyze data into to relevant information for studies. Furthermore, this analytical tool is recognized within the fields of statistics and science, which increases the validity of the research. The following are the specific tools used in this study:-

- Descriptive statistic was used to describe the basic features of the data in the study
- Cronbach's alpha was used to evaluate all the collected data's reliability and significance of the components used in this study.
- Pearson's R Correlation was used to measure the strength of a linear association between the variables.
- A regression analysis was conducted to see how the factor variables such as Perceived CSR and POS affect the outcome variable- OC.

Thus, regression analysis was employed to model the relationship between two or more explanatory variables with the model dependent variable as a linear equation; i.e. to examine the relationship between employees' Perceived CSR initiatives and their perceived organizational support towards Organizational Commitment in the Leather Sector. The multiple linear regression models assume that there is a linear, or "straight line," relationship between the dependent variable (Y) and each predictor variables (X). Every value of the independent variable X is associated with a value of the dependent variable Y. This relationship is described in the following regression formula:-

$$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \dots + \beta_n X_{ni} + \epsilon_i$$

Where: Y_i is dependent variable for i th observation;

X_i is independent variable for i th observation;

β_0 is the intercept;

β_s are regression coefficients

ϵ_i is the error term for i th observation

This basic regression model is reworked in terms of the variables used in this research to show the association among them considering the research conceptual framework constructed.

$$Y = B_0 + b_1x_1 + b_2x_2 + \dots + \epsilon$$

Where, Y = Organization Commitment

B_0 = y intercept

b_1 = the regression coefficient / beta weight of Perceived CSR

x_1 = Perceived CSR

b_2 = the regression coefficient of POS

x_2 = POS

ϵ = error term

The model is linear because increasing the value of the i th predictor by 1 unit increases the value of the dependent by b_i units. Note that B_0 is the intercept, the model-predicted value of the dependent variable when the value of every predictor is equal to 0. Diagnosing the model was very important to establish whether the estimates of the coefficients are tenable and the extent to the regression coefficients fitted in the model makes the model the best linear unbiased estimator of the relationship between the factor variables and outcome variable.

3.10. Ethical Consideration

To ensure unanimity, voluntary participation and confidentiality of respondents, a covering letter was prepared explaining the aim of the research, the confidentiality of the responses and instructions for completion of each section of the questionnaire. The questionnaire was drawn up containing questions on the variables, employees' demographic data and respondents were asked to complete the questionnaire anonymously and return them directly to the researcher or HR manger. In all cases, names are kept confidential thus collective names like 'respondents' were used.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION & DISCUSSION

4.1. Introduction

In the previous section, the research methodology and design utilized in this study were outlined. This chapter deals with presentation, analysis and interpretation of the data used for the study. The data were gathered through questionnaires administered to 250 sample respondents. In general, 241 questionnaires were returned during a period of two weeks. From returned questionnaires, seven questionnaires were discarded because they were not fully completed. Besides, five questionnaires were rejected as employees responded to the item 'don't have awareness about social responsibilities of their organization'. The rest 228 questionnaire representing a response rate of 90% were used in this research. Accordingly, this chapter reports on the analysis of data and discussion of the results. In order to achieve this aim, SPSS was used in the analysis of the data.

The following aspects are addressed in this chapter: descriptive statistics of the sample, correlation and regression analysis. The descriptive statistics computed for the study are presented first in an outline of the characteristics of the sample. Then, analyses of the frequencies, means and standard deviations of all study variables were presented, followed by validity, reliability and correlations of variables. The results of regression analyses were presented together with the discussion of the finding. Finally, a summary of results to all the hypotheses were discussed.

4.2. Demographic Information of Respondents

This section contains tables/graphs that capture and summarize demographic characteristics of respondents of this study. To this end, respondent's gender, age, marital status, educational background and work experience presented. The data that all the respondents who were found fit for this study provided required information, hence no missing values were found.

4.2.1. Gender, Age and Marital Status of respondents

The distribution of the respondents according to demographic characteristics of gender, marital status and age were shown below.

Table 4.1 Gender, age and marital status of respondents

Description	# of Respondents	Percent
Gender		
Male	130	57.0
Female	98	43.0
Age		
18-30	145	63.6
31-45	66	28.9
Above 46	17	7.5
Marital Status		
Single	119	52.2
Married	100	43.9
Separated	2	.9
Divorced	7	3.1
Total	228	100.0

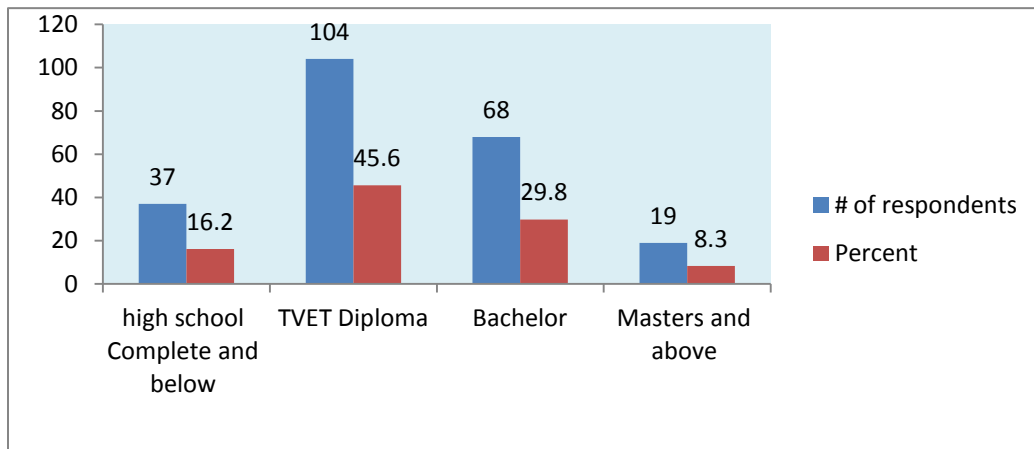
(Source: Researcher's Survey, 2020)

As indicated in Table 4.1, 57% (N=180) comprising of males, while the remaining 43% (N=98) accounts for females participants. From gender perspectives, this data tells us that both male and female workers are working in the Leather Sector indicating that there are no discriminatory employment practices in the process of hiring employees, albeit relatively less number of women found in this study.

Moreover, 63.6% (N=145) were within the age group of 18-30 years followed by those within the age group 31-45 years which made up the second highest sample of 28.9% (N=66). Age group of above 46 years has 7.5% (N=17) representation from the sample respondents. From this data, we can see that the respondents for this study dominated by young productive age generation, which is most important part of the society that require due attention from all concerned to further strengthen their capacities for the overall Leather sector development and organizational performance. With regard to marital status, 52.2% (N=119) are single, followed by married 43.9% (N=100) and the remaining .0.9% (N=2) and 3.1% (N=7) are separated and divorced respectively.

4.2.2. Level of Education

As can be seen from the Figure 4.1, most of the participants have a diploma from TVET 45.6%, (N=104) followed Bachelor degree 29.8% (N=68). 16.2% (N=37) of respondents represents high school complete / below and 8.3% (N=19) accounts for master and above respectively. From this, we can understand that the largest proportion of the respondents fall under the categories of Diploma followed by Bachelor degree. This implies that respondents of this study are capable of reading and understating the questionnaire which in turn assumed to get sufficient and relevant data in relation to the objective of the study.

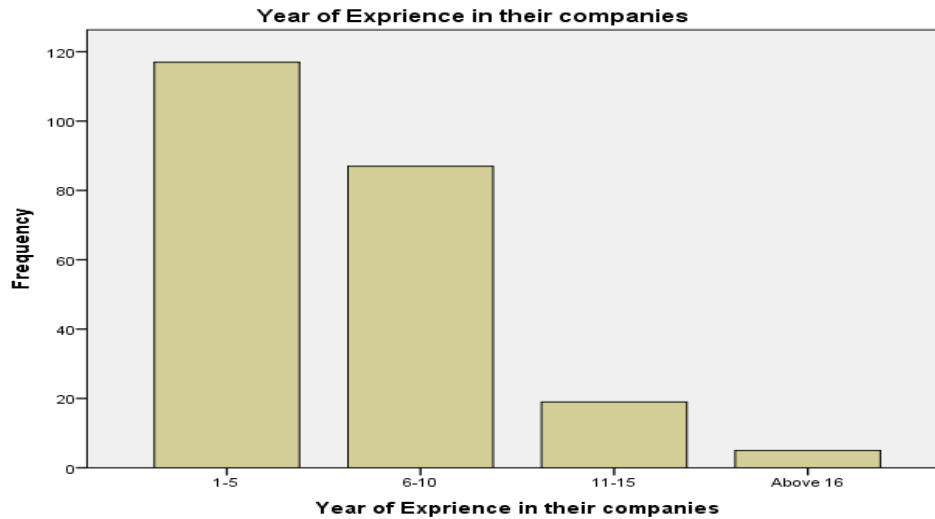


(Source: Researcher's Survey, 2020)

Figure 4.1 Educational backgrounds of sample respondents

4.2.3. Year of experiences in their company

From the data gathered, as indicated below, the majority of employees 51.3% (N=117) have been working at their current company between 1-5 years, while 38.2% (N=87) have been employed for periods between 6-10 years. Besides, 8.3% (N=19) of the respondents had been in the service of the organization for 11-15 years. The remaining 2.2% (N=5) of the respondents were in the service of the organization above 16 years. In relation to this, that majority of the employees in selected companies are found between 1-5 years of experience category. The data tells us that the management is expected to exert effort for creating committed employees who work for long years in their company to achieve the organization goals.



(Source: Researcher's Survey, 2020)
Figure 4.2 Year of Experiences of sample respondents

4.3. Descriptive Statistics

Before embarking to the major questions, respondents were asked to answer the level of their awareness regarding CSR practices of their organization. In line with this, only five returned questionnaires were eliminated from further consideration due to the fact that respondents didn't have any idea of their companies' social responsibilities activities. The remaining 98% participants were selected various items and indicate the various initiatives in which their companies have been engaged in social responsibility practices. Accordingly, charity donations to local CSO/CBOs, support in community projects (e.g. road/ sewerage systems, building school and health facilities), contributions for national dam projects were mentioned as instances of social responsibility initiatives.

As a result, it can be said that employees in the Leather Sector are aware about their companies' involvement to various types of CSR practices. In relation to this, UNCTAD (2018) report indicated that there have been various capacity building initiatives for the Leather Sector during different times on topics related to management area: the introduction of Environment Responsibility Practices; marketing areas, establishment of Effluent Treatment Plant, leather product development etc which aimed to raise the knowledge and awareness of workers on concepts and practices related to CSR. What is more, previous studies in relation to CSR

practices of the Leather Sector have identified that companies were engaged in certain similar types of CSR activities towards various stakeholders namely shareholders, customers, employees, local communities and to the environment (Abdulhamid, 2013; Amare & Yohannes, 2018).

4.3.1. Perceived Corporate Social Responsibility (CSR)

The overall mean scores of employee's perception on CSR activities were calculated including the mean scores of each item under CSR dimensions (Economic, Legal, Ethical and Philanthropy responsibilities). The respondents were asked to rate their perception of these practices on a five point Likert scale ranging from one (Strongly Disagree) to five (Strongly Agree). In this research, the mean indicates that to what level of agreement the response of all respondents is approached. Standard deviation, however, measures the mean difference between responses. In other words, it measures variation of responses with respect to the mean. It show us whether respondents are highly deviated one another in their responses.

Table 4.2 Aggregate descriptive statistics Perceived CSR Initiatives

Dimensions Description	N	Minimum	Maximum	Mean	Std. Deviation
<i>Economic Responsibility</i>	228	1.00	5.00	4.0623	0.80191
<i>Legal Responsibility</i>	228	1.00	5.00	3.5164	0.81492
<i>Ethical Responsibility</i>	228	1.00	5.00	3.3827	0.80656
<i>Philanthropy Responsibility</i>	228	1.25	5.00	2.9211	0.78168
Perceived CSR	228	1.06	5.00	3.4672	0.77728

(Source: Researcher's Survey, 2020)

As indicated in the above table, the mean score values of employees' Perceived CSR ranges between 2.92 (mean score value of Philanthropic Responsibility) with standard deviation of 0.78 and 4.06 (mean score value of Economic Responsibility) with standard deviation of 0.80. Respondents agreed that the economic dimension was essential to them (Mean=4.06) followed by Legal Responsibility dimension (Mean=3.51). Generally, the overall Perceived CSR practice, as measured by employees in the Leather Sector s companies in Addis Ababa is well above average. This finding indicates that in order for employees to perceive their organization as socially responsible in the Leather Sector companies, the economic social responsibility dimension should be practiced more than the other dimensions, followed by the legal, ethical and

philanthropy responsibilities. Economic dimension as the most important factor implies that employees are more concerned with working for economically stable and prosperous organization.

This finding is consistent with Schwartz and Carroll (2003) who also found that economic aims are indeed a major part of CSR and that is the major reason why organizations invest in CSR. According to Carroll's Model, the foundations of CSR are laid when an organization accepts that strong economic performance is a pre-requisite for being classified as a responsible entity. Hence, it is important for an organization to be committed for profitability. In order to be socially responsible the organization must first generate surpluses, maximizes shareholder earnings and then pass on these benefits to other stakeholders as well (Carroll, 1991). Besides, previous research conducted by Ghrmay (2013) while investigating the status of CSR in Ethiopian business context using Carroll's model found that, in Ethiopia the practice of CSR like many other African countries is focusing on the economic aspect of the Carroll's model.

In general, however, the four dimensions are important CSR aspects in terms of creating or establishing a perception of employees of their organization's CSR activities in the Leather Sector Companies in this study. From this finding, it can be said that the various aspects of CSR activities can provide some clue as to how employees perceive their organization in terms of being social responsible organization, which may influence employees' behaviors in the workplace including the level of attachments they have towards their organization. With regard to the other CSR dimensions such as Legal, Ethical and philanthropy, Carroll (1991) discussed that next to the economic dimension, the organization needs to be legally responsible wherein; it should ensure that the economic responsibility motive is achieved without resorting to activities that may violate or subvert the statutory and legal framework of the country. Further, the organization should strive to meet ethical norms of fairness and equity by adopting practices, which have societal sanction. This would include respect for expectations of various stakeholder groups like consumers, employees and society at large. Finally, the organization needs to engage in philanthropic or charitable activities. These would include discretionary activities like contribution to community welfare, improving the overall quality of life of people around, promoting human welfare and goodwill.

❖ **Descriptive Analysis for Economic Responsibility**

For employees to perceive their organization as economically responsible, the organization should work towards lowering operating costs, closely monitor employee’s productivity, maximizing profits and establishing long term strategies for the company. The mean 4.18 was scored for two items such as ‘Our organization has been successful at maximizing our profits’ and ‘Our organization establishes long-term strategies for our businesses’. However, for item ‘Our Company strive to lower our operating Costs’ scored lowest mean 3.75 and with St. Deviation 0.83, indicates the respondents are in different with the statement.

Table 4.3 Descriptive Statistics for Economic Responsibility

Indicators	Percentage of Responses					Mean	St. Deviation
	SD	D	N	A	SA		
<i>Our company strive to lower our operating Costs</i>	3.1	4.4	18.9	62.3	11.4	3.75	0.83
<i>Our company closely monitor employees’ productivity</i>	2.2	4.4	14.5	43.9	35.1	4.05	0.93
<i>Our organization has been successful at maximizing our profits</i>	0.9	2.6	13.2	43.9	39.5	4.18	0.82
<i>Our organization establishes long-term strategies for our business.</i>	1.3	2.2	8.8	52.6	35.1	4.18	0.78

(Source: Researcher’s Survey, 2020)

From this result, it can be said that significant number of respondents agree with firms are practicing economic responsibility in their organization that indicates selected companies in the Leather Sector are practicing economic responsibility even if they are not effectively working to reduce their operating costs. This means that respondents consider profit maximization and establishing strategies for long term business as important to organizations in achieving economic responsibility of CSR. From this result, one can say that any successful CSR program by the business organizations highly depends on their profitability and the established strategy for successful CSR initiation in terms of Economic responsibility. The finding of previous studies affirmed also that CSR as a way for both organizations and societies to prosper, especially when socially responsible initiatives are conceived as a long-range plan of actions (Falck & Heblich, 2007).

❖ **Descriptive Analysis for Legal Responsibility**

An endeavor by an organization to comply with the laws and with all laws regulating hiring and employee benefits, having program to create diversified workforce and development internal polices to prevent discrimination in employee’s compensation and promotion, are perceived by employees to be socially responsible organization.

Table 4.4 Descriptive Statistics for Legal Responsibility

Indicators	Percentage of Responses					Mean	St. Deviation
	SD	D	N	A	SA		
<i>The management of this organization try to comply with the law</i>	3.5	8.8	21.9	52.6	13.2	3.63	0.94
<i>Our company seeks to comply with all laws regulating hiring and employee benefits.</i>	1.3	2.2	13.2	57	26.7	4.05	0.78
<i>We have programs that encourage the diversity of our workforce (in term of age, gender, or ethnicity).</i>	7.9	21.5	43.9	23.2	3.5	2.93	0.95
<i>Internal policies prevent discrimination in employee’s compensation and promotion</i>	3.5	4.4	43.9	39.5	8.8	3.46	0.85

(Source: Researcher’s Survey, 2020)

As shown in the table above, Legal Responsibility is measured by four items for which, the mean score values were calculated and found 4.05 to be the highest for respondents who said ‘Our company seeks to comply with all laws regulating hiring and employee benefits’ and followed by the mean score by 3.63 for respondents who agree ‘The management of this organization try to comply with the law’. Generally, almost all items have a high St. Deviation but the highest calculated was 0.95, where there was a high variation in response among sample respondents for the item that states ‘We have programs that encourage the diversity of our workforce (in term of age, gender, or ethnicity)’.

Based on this finding, we can say that leather sector companies are adhering to local and international rules, regulations and conventions for protecting the environment by putting in place various laws, avoiding discriminatory practices in compensation and promotion. The research by Waddock (2008) is of the view that among the various expected practices for

business entities, embracing local /international codes of conduct and standards is evidence that employers are really doing what they say they will do in CSR domains.

❖ **Descriptive Analysis for Ethical Responsibility**

When companies established a comprehensive code of conduct, employees’ feel that their company is a trustworthy one, when organization treat employees and partners fairly and make this practice an integral part of their organization, and when an organization put in place a confidential procedure for employees reporting any misconducts at work, employees usually perceive that organization as morally or ethically responsible company.

Table 4.5 Descriptive Statistics for Ethical Responsibility

Indicators	Percentage of Responses					Mean	St. Deviation
	SD	D	N	A	SA		
<i>Our company has a comprehensive code of conduct</i>	3.9	4.8	25.9	58.3	7.0	3.6	0.847
<i>We are recognized as a trustworthy company.</i>	0.4	7.5	65.8	13.2	13.2	3.31	0.810
<i>Fairness toward co-workers and business partners is an integral part of our employee evaluation process.</i>	13.2	27.6	24.1	31.1	3.9	2.85	1.120
<i>A confidential procedure is in place for employees to report any misconduct at work (e.g. sexual harassment).</i>	1.3	1.8	28.5	55.3	13.2	3.77	0.745

(Source: Researcher’s Survey, 2020)

As shown in the table 4.5, Ethical Responsibility is measured by four items. for which, the mean score values were found 3.77 for respondents who perceived their company put in place a confidential procedure to report any misconduct like sexual harassment; the mean score at 3.6 for respondents who perceived there is a comprehensive code of conduct, 3.31 for respondents who perceived their company as a trustworthy company, and least mean score 2.85 was observed in the item which said fairness towards co-workers and business partners is an integral part of the company’s employee evaluation process. In generally, from the least mean (2.85) and highest calculated standard deviation of the items in ethical responsibility was 1.120, where there was a high variation in response among sample respondents for the item that states “Fairness toward co-workers and business partners is an integral part of our employee evaluation process”.

Generally, the result shows significant number of respondents agree with firms are practicing ethical responsibility in their organization even though firms are not fair in terms of evaluating workers and business partners in the Leather Sector companies. In line with this finding, previous study by Stancu et. al., (2011) has also showed that respecting employees’ rights, fair wages and safety at work are the most prevalent dimensions in the image of a responsible employer as well respecting the rights of consumers.

❖ **Descriptive Analysis for Philanthropy Responsibility**

When employees are given opportunities to acquire additional education, when an organization gives adequate contribution to charities, put in place a program to reduce the amount of energy and materials wasted in the business and when the organization participate in partnership with local business and schools, employees usually perceive that organization as socially responsible.

Table 4.6 Descriptive Statistics for Philanthropy Responsibility

Indicators	Percentage of Responses					Mean	St. Deviation
	SD	D	N	A	SA		
<i>Our company supports employees who acquire additional education</i>	8.8	35.5	47.8	4.8	3.1	2.58	0.838
<i>Our company gives adequate contributions to charities</i>	12.3	34.6	38.6	11.0	3.5	2.59	0.960
<i>A program is in place to reduce the amount of energy and materials wasted in our business.</i>	-	4.4	43.4	43.4	8.8	3.57	0.715
<i>We encourage partnerships with local businesses and schools.</i>	4.8	27.6	39.9	22.8	4.8	2.95	0.944

(Source: Researcher’s Survey, 2020)

As shown in the above table, employees have good perception of the item with the highest mean value of 3.57 to the item ‘A program is in place to reduce the amount of energy and materials wasted in our business’ followed by the mean value of 2.95 and 2.59 for the items ‘We encourage partnerships with local businesses and schools’ and ‘Our company supports employees who acquire additional education’ respectively. However, one variable with the least mean score 2.58 was found for the item ‘Our company gives adequate contributions to charities’ (2.58). This result showed that the firms in this study are not doing well in terms of giving back to the society especially the poor and other disadvantages groups. However, Carroll (1991)

suggested that philanthropic responsibilities are not as important as the other three categories, but nevertheless are highly desired and prized. Besides, the study by Sanchez (2000) indicated that the philanthropic activities are considered as a strategy for economic benefits, such as increasing corporate reputation and market opportunities, or gaining brand recognition and loyalty. This is stated as one reason leading firms to build CSR into business strategy. Thus, from the above discussion, one can understand that Leather Sector companies should be engaged and practice charitable initiatives in order to achieve the related benefits and to be perceived by their employees' as socially responsibility company in a better manner.

4.3.2. Perceived Organizational Support (POS)

POS was defined as a general belief in which employees feel that their organization values their contributions and cares about their well-being. As shown in the table below, POS was measured with seven items.

Table 4.7 Descriptive Statistics for Perceived Organizational Support

Indicators of POS	Percentage of Responses					Mean	St. Deviation
	SD	D	N	A	SA		
<i>The organization strongly considers my goals and values.</i>	6.1	14.0	49.1	25.9	4.8	3.09	0.913
<i>The organization really cares about my well-being.</i>	3.9	14.9	47.8	22.4	11.0	3.21	0.963
<i>The company takes pride in my accomplishments at work.</i>	7.5	10.5	40.8	30.7	10.5	3.26	1.033
<i>Help is available from my organization when I face a problem</i>	4.8	12.3	53.1	24.6	5.3	3.13	0.871
<i>The organization values my contribution to its well-being.</i>	4.4	11.4	44.3	25.0	14.9	3.35	1.010
<i>The organization would grant a reasonable request for a change in my working conditions.</i>	3.5	33.3	36.0	21.1	6.1	2.93	0.964
<i>The company would forgive an honest mistake on my part.</i>	5.3	24.6	39.9	22.8	7.5	3.03	0.993
<i>Over all Mean and St. D of POS</i>						<i>3.14</i>	<i>.76</i>

(Source: Researcher's Survey, 2020)

The highest mean 3.35 scored for the perceived organizational support indicators is 'The organization values my contribution to its well-being' and followed by the mean score of 3.26

for the indicator ‘The Company takes pride in my accomplishments at work’. The lowest mean 2.93 has been scored to the indicator of ‘The organization would grant a reasonable request for a change in my working conditions’. According to the above table, the overall POS result (M = 3.14, SD = .76) had a mean above its midpoint and had moderate variability, suggesting that employees generally felt that the organization valued their contributions and cared about their well-being. This result indicates that as POS is high, employee’s experience that their workplace cares about and are committed to them as individuals, which eventually could strengthening the degree to which they feel emotionally intertwined with the firm through the satisfaction of psychological and social needs. Similarly, studies suggested that POS is grounded in the assumption that in order to meet, and access socio-emotional and tangible benefits, employees must perceive that the organization values their contributions, their work effort and their general well-being. For employees, socio-emotional resources and tangible benefits come in the form of respect, caring, fair wages and benefits (Eisenberger et al., 1986). Hence, Leather Sector Companies should give due attention to provide more support to their employees aimed at improving their POS which might in turn affect level of employees’ commitment in the organization.

4.3.3. Organizational Commitment (OC)

To investigate the types and level of attachment employees have towards their companies in Leather Sector, three types of commitments were identified. As shown in the below table 4.8, the mean score for Normative commitment was the highest at 3.20 followed by 3.17 of mean value for Affective Commitment and 3.02 mean value of Continuance Commitment. The overall mean value 3.13 of Organization Commitment shows employees are emotionally attached to their organization.

Table 4.8 Descriptive Statistics for overall Organizational Commitment

Dimensions Description	# of Respondents	Min	Max	Mean	Std. Deviation
<i>Affective Commitment</i>	228	1.255	3.00	3.1787	0.97129
<i>Normative Commitment</i>	228	1.255	3.00	3.2029	0.84264
<i>Continuance Commitment</i>	228	1.004	3.75	3.0285	0.89064
<i>Overall OC</i>	228	1.174	3.92	3.1368	0.88614

(Source: Researcher’s Survey, 2020)

Specifically, according to the finding of this study, respondents agreed that both Affective and Normative commitment (Mean= 3.2) were important determinants in establishing the type of attachment employees have towards their organization. This finding indicates that employees in the Leather Sector are emotionally committed as they have good relationship with their organization, as they feel they have the obligation to stay and as they are aware of the cost of leaving their companies. The result of this study is in line with the Meyer and Allen's organizational commitment theory. It is critical for any organization today to have committed employees since organizational members with high commitment do not leave the organization; they tend to take challenging work activities and engage in improving performance in innovative activities (Meyer & Allen, 1997). In other words, it can be said that OC is grounded in the assumption that individuals, who identify with the organization and strongly believe in their organization's goals and objectives, will exert considerable effort on behalf of the organization and desire to remain a member of the organization. The results of each level of commitment presented next.

❖ **Descriptive Analysis for Affective Commitment**

Employees with this kind of commitment are emotionally committed to their job or organization since their relationship with the organization is good and they want to stay because they feel good in the organization.

Table 4.9 Descriptive Statistics for Affective Commitment

Indicators	Percentage of Responses					Mean	St. Deviation
	SD	D	N	A	SA		
<i>I really feel that my organization problem is my own.</i>	3.5	25.4	36.8	22.8	11.4	3.13	1.033
<i>I enjoy discussing about my organization with people outside it</i>	3.9	16.7	13.2	50.9	15.4	3.57	1.062
<i>This organization has a great deal of personal meaning for me</i>	13.2	19.7	25.9	39.9	1.3	2.96	1.086
<i>I am very happy being a member of this organization</i>	8.8	26.3	23.2	34.6	7.0	3.05	1.116

(Source: Researcher's Survey, 2020)

The item ‘I enjoy discussing about my organization with people outside it ‘got the highest mean (3.57) and the item ‘I really feel that my organization problem is my own’ with calculated mean value of 3.13 is the second highest of Affective Commitment indicators. The third Item ‘This organization has a great deal of personal meaning for me’ got the lowest mean of 2.96. In the overall mean of the Affective Commitment Scale Items, the result revealed that the respondents themselves agree with the statements found in the table with a mean of 3.2. Also, the standard deviation is low and that there is a consistency when it comes to their answer. This result tells us that the Leather Sector companies are in a good position to benefit from the contribution of committed employees in their business success. In line with this finding, Meyer *et. al.*, (2002) indicated that affective commitment is considered the most desirable for an organization, and the most considered in efforts to understand and manage employees’ behaviors. Employees with high levels of affective commitment are more likely to willingly contribute to the organizational performance and productivity and even do more than is expected from them.

❖ **Descriptive Analysis for Normative Commitment**

Here, employees are attached and obliged to the organization that they belong to if they have a high level of normative commitment. Normative commitment is the loyalty of an employee due to the sense of obligation and duty towards the organization. The 4th item ‘I feel it is ‘morally correct’ to dedicate myself to this organization got the highest mean of 3.4 which is followed by ‘this organization has a mission that I believe in and am committed to’ with the mean value of 3.23. Both items also got the lowest standard deviation which signifies that the individual scores are not distant from the mean, and so there is a consistency when it comes to their answers.

Table 4.10 Descriptive Statistics for Normative Commitment

Indicators	Percentage of Responses					Mean	St. Deviation
	SD	D	N	A	SA		
<i>I feel that I owe this organization quite a bit because of what it has done for me.</i>	9.2	17.1	39.0	29.4	5.3	3.04	1.023
<i>My organization deserves my loyalty because of its treatment towards me.</i>	6.6	14.9	43.0	29.4	6.1	3.14	0.968
<i>This organization has a mission that I believe in and am committed to.</i>	3.9	16.7	38.2	34.6	6.6	3.23	0.940
<i>I feel it is ‘morally correct’ to dedicate myself to this organization.</i>	-	10.5	43.4	41.7	4.4	3.40	0.735

(Source: Researcher’s Survey, 2020)

The above table also showed that Indicator which says ‘I feel that I owe this organization quite a bit because of what it has done for me’ has got the lowest mean (3.04). The general weighted mean for Normative Commitment is 3.2 and so; most of the respondents answered the questions listed above as “agree”. Therefore, this result tells us that that the respondents normatively committed themselves to the organization is as if they have the obligation to stay. This finding was contrary to the recommendation of Meyer et. al., (2002) who found that from all the forms of commitment, affective commitment is considered the most desirable for an organization.

❖ **Descriptive Analysis for Continuance Commitment**

Employees with this kind of attachment focus on evaluating the costs of leaving the organization. Costs may include losing a good pay and other forms of material benefits, such as established networks or contacts, image, necessity to reallocate and job search expenses. Employees express continuance commitment because of personal investments in nontransferable investments.

Table 4.11 Descriptive Statistics for Continuance Commitment

Indicators	Percentage of Responses					Mean	St. Deviation
	SD	D	N	A	SA		
<i>I worry about the loss of investment I have made in this organization</i>	7.9	18.4	43.0	23.2	7.5	3.04	1.017
<i>I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically.</i>	4.4	17.5	44.7	29.8	3.5	3.11	0.884
<i>If I wasn't a member of this organization, I would be sad because my life would be disrupted.</i>	10.5	21.9	35.1	27.6	4.8	2.94	1.054
<i>I often feel anxious about what I have to lose with this organization.</i>	5.3	18.0	50.4	21.5	4.8	3.03	0.895

(Source: Researcher's Survey, 2020)

Among the indicators for the continuance commitment, item that said ‘I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically’ has scored the highest mean of 3.11 and followed by item ‘I worry about the loss of investment I have made in this organization’ with the mean of 3.04. The third indicator ‘If I wasn’t a member of this organization, I would be sad because my life would be disrupted’ has got the lowest mean score of 2.94 and height standard deviation of 1.054. The general weighted mean for Continuance Commitment is 3.03 (St. D=0.84) and so; most of the respondents answered the

questions listed above as “agree”. Therefore, this finding reveals that the respondents’ committed to the organization as they are aware of the cost of leaving their companies. According to Meyer and Allen (1997), the level of continuance commitment shows that the employees are aware of the consequences if they leave the organization and they ought to stay with the institution because it is a must and the perceived loss may be social or economic. This type of attachment is regarded as an instrumental attachment to the organization, where an individual’s association with the organization is based on an assessment of economic benefits gained.

4.4. Checking the Model Variable

4.4.1. Normality

In order to determine whether parametric analyses could be conducted on the data to answer the research questions, it was vital to check whether the data followed a normal distribution sufficiently (Jackson, 2012). For this reason, numerical and visual outputs should be investigated. One of the tests for normality is to run descriptive statistics to get skewness and kurtosis. Skewness should be within +2 and -2 range, if the data is normally distributed. Kurtosis is the peakedness or flatness of a distribution and this distribution shall also commonly fall between +2 and -2, although a few other authors according to (Garson, 2012), are more lenient and allow kurtosis to fall within +3 and -3. Therefore, the normality test was done for three variables on SPSS which resulted in all the variables’ skewness to fall within +2 and -2 range and all the variables’ kurtosis to fall within +3 and -3 range. Consequently, the data utilized for this research are approximately normally distributed.

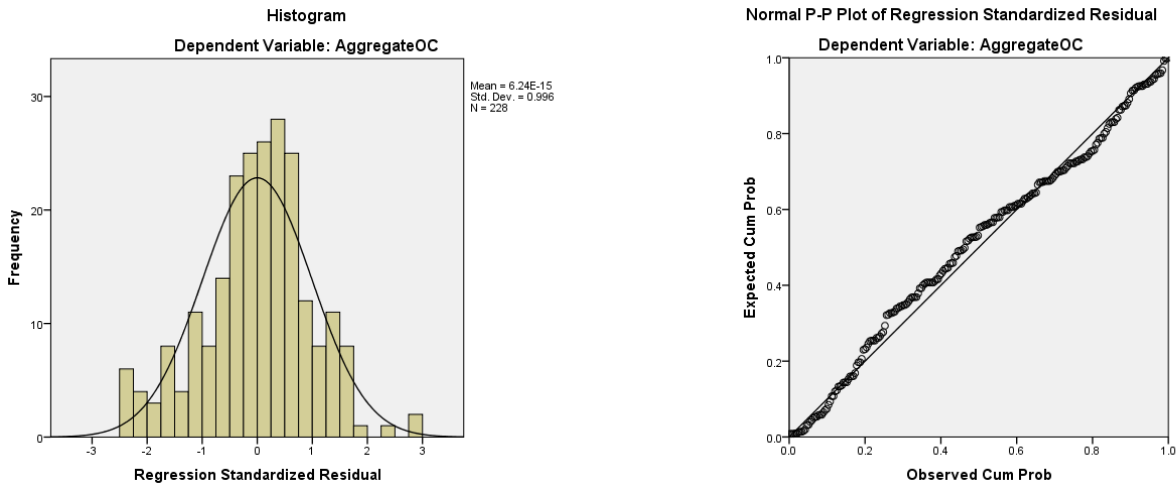
Table 4.12 Normal Distribution

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
OC	228	-.398	.161	-.440	.321
Perceived CSR	228	-.558	.161	.608	.321
POS	228	.097	.161	.015	.321
Valid N (listwise) 228					

(Source: Researcher’s Survey, 2020)

What is more, a normal distribution is a distribution of the values of a variable that, when plotted, produces a symmetrical, bell-shaped curve that rises smoothly from a small number of

cases at each extreme to a large number of cases in the middle, thus suggesting that parametric analyses could be conducted on the data (Howell, 2011).



(Source: Researcher’s Survey, 2020)
Figure 4.3 Visual output of histogram and pp plot graph

The above histogram and pp plot graph indicated that the factor and dependent model variables of regression model is normal, because the histogram normality curve graphs looks like bell shape, and pp plot scattered graph fit to the straight line .

4.4.2. Multicollinearity

After the normality of the data in the regression model are met, the next step, which is to determine whether there is similarity between the independent variables in a model, is necessary to do a Multicollinearity test (Field, 2009). It is defined as ‘a situation in which the independent /predictor variables are highly correlated’. In regression analysis the presence of multicollinearity implies that one is using redundant information in the model, which can easily lead to unstable regression coefficient estimates.

Table 4.13 Collinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	Perceived CSR	.131	7.661
	POS	.131	7.661

a. Dependent Variable: OC

(Source: Researcher’s Survey, 2020)

As shown on the above table, based on the coefficients output (collinearity statistics), the obtained Variance Inflation Factor (VIF) for all independent variables was found to be between 1 and 10, which means that there is no Multicollinearity problem.

4.4.3. Reliability Test

Cronbach alpha measures the extent to which item responses obtained at the same time correlate highly with each other and the widely accepted social science cut off is that alpha should be 0.70 or higher for a set of items to be considered a scale (Field, 2009). SPSS was used to compute the reliability test of the survey forms and the results extracted were able to assess and identify the reliability of the variables such as Perceived CSR, OC and POS.

Table 4.14 Reliability statistics

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
OC (Dependent)	.978	.979	12
Perceived CSR	.983	.984	16
POS	.900	.899	7

(Source: Researcher's Survey, 20)

As can be seen on Table 4.15, the calculated coefficient alpha OC =0.979, Perceived CSR=0.984 and POS= 0.899 for this study were found to be above the required threshold of (0.70) for all variables, confirming the variables to be internally consistent.

4.5. Correlation Analysis

In order to look at a possible correlation between the constructs used in this study, a Pearson's R Correlation Coefficient test was conducted. Pearson's R is used to measure the strength of a linear association between two variables.

Table 4.15 Correlations Coefficient statistics

		OC	Perceived CSR	POS
OC	Pearson Correlation	1		
	Sig. (2-tailed)			
Perceived CSR	Pearson Correlation	.972**	1	
	Sig. (2-tailed)	.000		
POS	Pearson Correlation	.918**	.932**	1
	Sig. (2-tailed)	.000	.000	

***.* Correlation is significant at the 0.01 level (2-tailed).

(Source: Researcher's Survey, 2020)

As can be seen from the above table, the results of the correlation test shows that there is a strong relationship between the variables because the Sig value result is <0.05. A correlation value of $r=0.97$, $P<0.01$ was seen between Perceived CSR and the OC. These relationships have a positive direction and are considered to be strong correlation. Overall, these results indicate that the more employees perceived their companies CSR practices, the more they were psychologically attached to their companies and willing to stay in their companies. Similar to the finding of this research, previous researches suggests that there is a positive relationship between CSR and OC, where positive Perceived CSR plays a role in increasing the individual employee's wish to remain and contribute to their workplace (Brammer et al., 2007; Turker, 2009). Thus, having a well developed CSR initiatives may bring beneficial results in terms of where employees' feelings of belongingness to the organization are seen as prestigious.

Further, it was found that $r=0.92$, $P=0.01$ correlation value between POS and OC, which is also a good but weaker relationship as compared with Perceived CSR. However, this finding is still positive direction and considered to be strong correlation. This result indicates that as employees perceived their organization as supportive which means that when the company values their contribution and cares about their well-being, they also felt more attachment to their organization. Similarly, previous studies suggested that attribution processes concerning the organizations favorable or unfavorable treatment of the individual employee are central for various workplace outcomes, including organizational commitment (Rhoades & Eisenberger, 2002).

4.6. Regression Analysis

Regression analysis is a way of predicting an outcome variable from one predictor variable (simple regression) or several predictor variables (multiple regressions) (Jackson, 2012). But before carrying out a linear regression analysis, correlation function carried out between the variable in this study

4.6.1. Interpreting R Square

The coefficient of determination (R Square) is a measure of how much variation in the dependent variable is explained by the variation in the independent variable. Table 4.16 presents the regression model in which the R value is found to be 0.973. Consequently, the result shows that there is strong significant linear relationship between the model variable and explanatory variable; and explains how much the factor variables affect the output variable. Besides, the R Square value was found to be 0.946 which indicates that 94.6% of the variance in dependent variable is explained by independent variable, with the remaining 5.4% being attributable to factors which were not included in the study. In other words, this is a confirmation that 94.6 % of OC is impacted by factor variables of Perceived CSR and POS.

Table 4.16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973a	.946	.946	.20665

a. Predictors: (Constant) Perceived CSR, POS,

b. Dependent Variable: OC

(Source: Researcher's Survey, 2020)

The following table also shows the output of the ANOVA analysis and whether there is a statistically significant relationship between variables in the model. We can see that the Significance value (P Value) is 0.000 which is below the alpha value of 0.05 and, therefore, the regression model reaches statistical significance i.e. the better perception by employee's in their organizational CSR practice and organization support predicted the improvement of employees to a better psychological attachment to their organization.

Table 4.17: ANOVA (analysis is variance)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	<i>Regression</i>	168.643	2	84.322	1974.477	.000 ^b
	<i>Residual</i>	9.609	225	.043		
	<i>Total</i>	178.252	227			

a. Dependent Variable: OC
b. Predictors: (Constant), POS, Perceived CSR

(Source: Researcher's Survey, 2020)

The summary table shows the various sums of squares described in the Table above and the degrees of freedom associated with each. From these two values, the average sums of squares (the mean squares) can be calculated by dividing the sums of squares by the associated degrees of freedom. The most important part of the table is the F-ratio, which is a test of the null hypothesis that the regression coefficients are all equal to zero. Put in another way, this F statistic tests whether the R² proportion of variance in the dependent variable accounted for by the predictors is zero and the table also shows the associated Sig. value of that F-ratio (Field, 2009).

For this data, F is 1974.48, which is greater than F Alpha because the significant value at $p < 0.001$ (because the value in the column labeled Sig. is less than 0.001). This result tells us that there is 99% chance at Alpha 0.01% that an F-ratio this large would happen, if the alternative hypothesis proposed about F-ratio were true. Therefore, we can conclude that our regression model results in significantly better prediction of Organizational Commitment of the Leather Sector Companies and that the regression model overall predicts Organizational Commitment significantly well.

Table 4.18 Linear Regression Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-.703	.063		-11.208	.000
1	Perceived CSR	1.018	.049	.893	20.840	.000
	POS	.099	.050	.085	1.988	.048

a. Dependent Variable: OC

(Source: Researcher's Survey, 2020)

The Unstandardized coefficient refers to the direction of the relationship and the amount of change that the different factor variables such as Perceived CSR and POS contribute to the outcome variable i.e. Organizational Commitment given that one unit change in the value of the independent variable. Table 4.19 shows that the independent variable of Perceived CSR (1.018), indicates that for each unit of change in the dependent variable, organization commitment in this regard, a change of 1.018 (Unstandardized B coefficient) occurs on the independent variable- Perceived CSR. The regression analysis also gives a significance of .000.

Further assessing POS, the independent variables (0.099) indicates that for each unit of change in the dependent variable, Organizational Commitment in this regard, a change of (0.099), (Unstandardized B coefficient) occurs on the independent variable, POS. The regression analysis also gives a significance value of 0.048, which is less than 0.05. The two factor variables are positive value and the intercept value **b₀** is equal to -0.703, which is normal to predict the model variable i.e OC.

From the same table, we can see that the Intercept (Unstandardized coefficient) of the explanatory variable of the Perceived CSR (1.018) is greater than the POS (0.099) to increase Organizational Commitment. The standardized coefficient, in contrast to the unstandardized, explains how much each independent variable uniquely contributes to the regression model. In this case the Perceived CSR has the largest beta coefficient of 0.893, which means that this variable contributes the most to the model compared to POS, i.e. Perceived CSR is more significant predictor of OC than POS ($p < 0.01$).

4.5.2 Statistical Significance

In general, values of the regression coefficient **b** represent the change in the outcome, resulting from a unit change in the predictor and if a predictor is having a significant impact on our ability to predict the outcome, then, this **b** should be different from 0 (and big, relative to its standard error). And also the t-test tells us whether the **b**-value is different from 0. If this observed significance is less than 0.05, then scientists agree that the result reflects a genuine effect (Field, 2009).

For all the independent variables of this study, the probabilities are less than 0.05 and so we can say that the probability of these t-values or larger occurring, if the values of **b** in the population

were 0, is less than 0.05. In this regard, the result of the study showed that the t-value of Perceived CSR is 20.840 (Sig value = 0.000) where as the t-value of POS showed 1.988 (Sig=0.048).Therefore, the **bs** are different from 0 and we can conclude that the Perceived CSR and POS make a significant contribution ($p < 0.05$) in predicting employee's psychological attachment to their organization in Leather Sector. The regression model of this study can now be properly written in an equation form as the following.

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 \dots + \varepsilon$$

$$Y \text{ (OC)} = (-.703) + (1.018) \text{ Perceived CSR} + (.099) \text{ POS}$$

Where, Y = Organization Commitment

b_0 = y intercept

b_1 = the regression coefficient or beta weight of Perceived CSR

x_1 = Perceived Corporate Social Responsibility

b_2 = the regression coefficient of Perceived Organizational Support

x_2 = Perceived Organizational Support

ε = error term

In conclusion, the multiple regressions were run to predict OC from Perceived CSR and POS rate. These variables statistically significantly predicted OC, $F(2, 225) = 1974.477, p < .0005, R^2 = 0.946$. All two variables added statistically significantly to the prediction, $p < .05$. Table 4.18 also shows that the independent variables of Perceived CSR (b_1) is 1.018 and POS (b_2) is 0.99 indicates that the two factor variables are positive value and the intercept value b_0 is equal to -.703, which is normal to predict the model variable i.e. OC.

4.6 Hypothesis Testing and Interpretation of Results

Based on the discussion and justifications made above, the following results obtained regarding the research hypothesis.

Table 4.19 Summary of the overall outcome of the Research Hypotheses

Hypotheses	Result	Analysis Technique
<i>Ho: There is no statistically significant correlation between Perceived CSR and OC</i>	Ho: Rejected	Regression
<i>H1: There is a statistically significant correlation between Perceived CSR and OC</i>	H1: Accepted	
<i>Ho: There is no statistically significant correlation between POS and OC.</i>	Ho: Rejected	Regression
<i>H1: There is a statistically significant correlation between the POS and OC</i>	H1: Accepted	
<i>Ho: Neither Perceived CSR nor POS best predicts OC</i>	Ho: Rejected	Regression
<i>H1: Either Perceived CSR or POS best predicts OC</i>	H1: Accepted	

(Source: Researcher’s Survey, 2020)

The relationship between Perceived CSR and OC was examined. A null hypothesis was stated as “there is no statistically significant correlation between Perceived CSR and OC.” The alternative hypothesis suggests that ‘there is a statistically significant correlation between the two variables.’ As shown in the above table, the regression coefficient of Perceived CSR was computed to be 1.018, which means that a unit change in Perceived CSR has the influence to increase organizational commitment by 101.8% assuming all other variables constant. The calculated t-statistic value of this independent variable is 20.840 at p-value of 0.000, which proves a positive and significant relationship with the dependent variable- OC, this leads to accept the H1. The finding of this research has supported by other research results. Empirical evidence showed that employees in organizations that are socially responsible have a higher level of organizational commitment. One reason is that employees who have positive perceptions of their organization are more likely to commit to the organization (Choi et.al., 2015). Similarly, a research finding by Peterson, (2004) showed that CSR can affect different workplace attitudes such as organizational commitment and job satisfaction, where organizational commitment is the outcome variable in the current this study.

The second hypothesis was ‘there is no statistically significant correlation between POS and OC’. This was the null hypothesis. The alternative hypothesis on the other hand suggests that ‘there is a statistically significant correlation between the two variables, POS and OC’. The result

showed that the coefficient of POS was calculated to be 0.099, which indicates that keeping other factors constant, a unit change in POS causes a 9.9% increase in OC of Leather Sector . And the relationship of the independent factor POS (whose t-statistic value was found to be 1.988 at p-value of 0.048) with that of the dependent variable OC is found to be positive and statistically significant, thus proving the acceptance of H2. This finding is also supported by different researchers indicated that employees perceiving organizational support are more motivated and dedicated to their work. These employees have a better performance relative to others and feel emotionally bound to organization. POS assures employees that the organization stands behind them as they perform their jobs and handle stressful conditions, and these supported employees would value more and respect more the organization for which they work for (George et.al., 1993). It is essential for employees to feel valued and cared for by the organization. Cho et al. (2009) has identified that those who are not, are often less committed and are more likely to leave the organization. Employees who do perceive a climate of support will also tend to experience higher levels of commitment, as well as fewer intentions to leave the organization (Batt & Colvin, 2011).

Finally, it was examined that whether Perceived CSR or POS was the stronger predictor of OC. With a higher Beta-weighting, Perceived CSR (0.893, P=0.000) is a more significant predictor to the employees organizational commitment than POS (0.085, P=0.048), which leads to accept H3. The finding indicates that there is a need for the organization to exert more effort for improving supportive climate in organization for fostering the attitude of employees' showing fairness, favorableness of organizational rewards and job conditions (which includes such job aspects as training, autonomy, and role stressors), and supervisor support (Rhoades & Eisenberger's, 2002). As stipulated by Nayir, F. (2012) a supportive organization focuses on encouraging employees' creatively, working conditions, communication within the organization, justice, and praising employees. In addition, it also focuses on acknowledging the employee, valuing and caring about the employee, creating an honest environment, and volunteering and consistency in organizational polices and activities.

CHAPTER FIVE

SUMMARY, CONCLUSION & RECOMMENDATION

The previous chapter discussed in depth the analysis of the data collected and the interpretation of results. This final section of the study presents the summary of major findings, conclusion and some relevant recommendations to practice.

5.1. Summary

In this research, the effect of employees' Perceived CSR and Perceived Organizational Support towards the employee's Organizational Commitment was explored in Leather Sector, Addis Ababa. Survey questionnaire was the main source of data for this study which were administered to 250 employees of Leather Sector companies selected using simple random sampling. The quantitative data were analyzed by means of descriptive and inferential statistics using SPSS software. The validity and reliability of the constructs and items were ensured as per the recommendations made in literatures. All the variables and the respective measurements in this research are adopted from literatures. To examine the relationship of the variables, correlation function was employed. Besides, regression analysis applied to test the research hypotheses. The findings are summarized as follows:-

- ❖ From the demographic profiles, it was found that the respondents for the study dominated by young productive age generation (64% found between 18-29 years) and majority of the employees (51%) have below five years of work experiences. Besides, largest proportion of the respondents (84%) educational level is above diploma implying that respondents are capable for understating the questionnaire which in turn assumed to get sufficient and relevant data to answer the research questions.
- ❖ Four CSR dimensions measurement scale were used to examine Perceived CSR and findings vary from economic, legal, ethical and Philanthropy responsibilities. For employee's of Leather Sector Companies, Economic dimension was most essential (Mean=4.06) followed by Legal dimension (Mean=3.51), then Ethical responsibility (Mean=3.38) and finally Philanthropy responsibility (Mean=2.92). Economic responsibly as the most important factor indicates that employees are more concerned with working for an organization that is

economically stable and prosperous. Least score were recorded on philanthropy dimension due to lack of the companies engagement for giving back to the community where the business is operating. This finding is consistent with researchers (Schwartz and Carroll 2003; Carroll, 1991; Ghrmay, 2013). Generally, the overall employees' Perceived CSR results indicate that in order for employees to perceive their organization as socially responsible, all dimensions of social responsibilities need to be undertaken by the organization.

- ❖ POS measurement scale was adopted to find out the how they perceived their organizational support. In this research, the POS scale had a mean above its midpoint (Mean = 3.14), suggesting that employees in Leather Sector Companies generally perceived there is supporting climate in their companies and felt that the organization valued their contributions and cared about their well-being. This research finding is in consistent with researcher (Eisenberger et al., 1986).
- ❖ Three types of employees' organizational commitment measurement scale were adopted to measure the level of employees' commitment in Leather Sector. In this study, Normative commitment appeared to be the most important factor of all types of OC with the highest score (Mean =3.20) followed by Affective Commitment (Mean=3.17) and then Continuance Commitment (Mean= 3.02). It was found that this finding is contrary to the previous research finding Meyer *et al.* (2002) as such the normative commitment scored higher mean than the affective commitment, where the later was found strong in this study. Generally, the overall result of Organization Commitment (Mean=3.13) showed that employees in this study are emotionally attached to their organization which imply that employees are not likely to leave their companies and willingly contribute to the organizational performance in the long term. The overall result of OC is similar to pervious researcher of Meyer & Allen (1997).
- ❖ Before the regression analysis, the correlation between variables examined and it was confirmed that there is strong association between the independent variables and the dependent variable. A correlation value of ($r = 0.97, p < 0.05$) was seen between Perceived CSR and the OC, indicating a positive direction and are considered to be strong correlation. This finding is in consistent with the research finding of (Brammer et al., 2007; Turker, 2009). Besides, the correlation value was found that ($r=0.92, p < 0.05$) between POS and OC,

which is also positive direction. This finding is similar with the research finding of Rhoades and Eisenberger (2002).

- ❖ The first hypothesis which states that there is a positive relationship between Perceived CSR and OC was accepted (Unstandardized $\beta = 1.01$, $p=0.000$). This finding indicates that when employees are aware or well informed of the type of CSR activities of the organization, they are proud to work and they are committed to their organization. This finding is in consistent with the research finding of Choi et.al., (2015); Peterson, (2004)
- ❖ The second hypotheses was POS has positive and statistically significant effect on organizational commitment (Unstandardized $\beta = 0.099$, $p=0.048$) was accepted. This result indicates that the more employees' perceive about their organization being supportive, they felt that they are committed to their companies. This finding is in consistent with the research finding (George et.al., 1993; Cho et al., 2009)
- ❖ Finally, it was examined that whether Perceived CSR or POS was the stronger predictor of OC. With a higher Beta-weighting, Perceived CSR (0.893, $P=0.000$) is a more significant predictor to the employees' organizational commitment than POS (0.085, $P=0.048$), which leads to accept Hypothesis Three. This finding indicates that there is a need to create more supportive climate in the organization to improve employees' perception which in turn affect their commitment.

5.2. Conclusion

The purpose of this study was to explore the effect Perceived CSR and Perceived Organizational Support towards on employees' Organizational Commitment in Leather Sector in Addis Ababa. To reach this purpose, three hypothesis were formed: **H1:** *There is a statistically significant correlation between Perceived Corporate Social Responsibility and employees' Organizational Commitment*, **H2:** *There is a statistically significant correlation between the perceived organizational support and employees' Organizational Commitment* and **H3:** *Either Perceived Corporate Social Responsibility or perceived organizational support more predicts employees' Organizational Commitment*. On one hand, considering the role of employees' Perceived CSR and their perception towards organizational support in enhancing employees' commitment in a

given business and, on the other hand, taking in to account the limited number of studies within this area in Ethiopia context, this research area was chosen.

The Person correlation analysis showed that there is an association between employees' Perceived CSR and OC among the employees of Leather Sector in Addis Ababa. In line with hypothesis one, the findings of the regression analysis have confirmed this result. Further, the POS and OC has also positive correlation among the employees of Leather Sector in Addis Ababa, albeit weaker association as compared Perceived CSR. As per Hypothesis Two, the findings of the regression analysis have also confirmed this result. Regarding Hypothesis three, the finding of the regression analysis has confirmed that Perceived CSR has stronger effect on employees' OC than the POS. Therefore, it is concluded that both factor variables in this study play substantial role in determining employees' commitment among the employees of Leather Sector in Addis Ababa, notwithstanding the Perceived CSR effect is stronger than POS effect.

The results have important implications for assisting management of the companies for improving employees' organizational commitment by putting in place strategies to enhance their perception towards CSR practices and increase level of organizational support in the Leather Sector in Addis Ababa. The result would help to increase the management awareness regarding the benefit of practicing CSR initiatives and providing organizational support in creating committed employees. It is vital for the management for establishing expectations of employees and organization actions by exploring various areas of interventions to be undertaken in order to successfully enhance employees' organizational commitment.

Generally, the finding would provide the management insight that practicing CSR initiatives as active 'investment' rather than simply an obligation the organization should perform. When employees feel good image or value of various social responsibility activities as the fulfillment of CSR initiatives in their organization and when they perceived their organization cared about their well-being, they are more likely to feel attachment to their companies. It is concluded that the Leather Sector companies would benefit in investing more on CSR initiatives by integrating economic, legal, ethical social responsibilities activities; and creating supportive climate in to their business practices as these reinforce employees' organizational commitment.

5.3. Recommendations

This study proposes the following recommendations on the bases of the findings and the conclusions.

- ❖ To cultivate committed employees for long term especially those with shorter years work experiences, it is recommended that the Leather Sector Companies exert an effort in terms of creating awareness by strengthening their CSR initiatives and creating supportive organizational climate. Ultimately, this leads for better performance and long term productivity in the Leather Sector as evidenced from this study both predictor variables have positive effect towards employees commitment.
- ❖ As the employee's Perceived CSR shows the higher level of significance effect on employees' organizational commitment, the management in Leather Sector Companies has to pay attention and work more on strengthening their CSR program in all dimensions that are desired by employees. When investing in CSR practices, the management has to give more attention to economic responsibility practices, as well as to the other CSR dimensions. Thereafter, they have to design and put in place a strategy for creating awareness which aimed to change or improve their perception.
- ❖ More specifically, the management has to strengthen for complying various laws, putting in place code of conduct, keeping safety and health of the employees, providing training and education to employees, enhancing workplace diversity, improving employees benefit, creating conducive work environment, protecting the environment, reducing the amount of energy and materials wasted and undertaking activities for giving back to the society especially the poor and other disadvantages groups. These are most likely to create a sense of obligation that would result improved levels of commitment among employees' of Leather Sector Companies.
- ❖ It is crucial to underline that the higher the perceived organizational support would have higher positive effect on organizational commitment. As such, management has to work more for creating supporting climate in order to enhance employees' perception which in turn improves their level of attachment to their organization. Among others, the management should focus on encouraging employees, praising employees, acknowledging employee, valuing and caring the employee, creating an honest environment, volunteering and being

consistent in organizational policies and activities, avoiding favorableness of organizational rewards, improving job conditions like job aspect of trainings and supervisor support.

- ❖ The companies and employees share a reciprocal relation, where both are dependent on each other to satisfy their needs and goal. Therefore; improving employee commitment should not be a onetime exercise, but a continuous process of learning, improvement and action among the Leather Sector which eventually improve performance and productivity.
- ❖ Finally, it is recommended that organizations have to continually make extra efforts to further improve their performance. Due to increased competition at national and international level, especially in the Leather Sector with greater economic benefit for Ethiopia, a better communication of CSR implications and perception of organizational support will help a good feeling and trust and improve employees' organizational commitment.

5.4. Future Study Direction

- ❖ In spite the fact that data was collected only once and was limited to Leather Sector companies found in Addis Ababa, the results obtained in this study cannot be generalized to all existing organizations undertaking CSR activities in Ethiopia. Therefore, future research should be conducted on large scale by considering other cities and more organizations found in Ethiopia.
- ❖ This study examined the effect of employees' Perceived CSR and perceived organizational support towards employee's organizational commitment. However, one could have expect that demographics and personality characteristics of this study such as age, gender, level of educational and years of experiences might have an effect and relationship with the constructs of the study. Hence, future researches need to investigate the possible effects of biographical attributes employees' organizational commitment as well as on employees' Perceived CSR.
- ❖ This research also aimed to add to the existing body of knowledge on the constructs of employees' Perceived CSR initiatives, perceived organizational support and organizational commitment. Accordingly, the direct effect of Perceived Organizational Support on employees' Commitment was examined in which case the result was found to be a positive association between the variables. Future research should look the relationship between the Perceived CSR and OC by taking the POS as mediating or moderating variable which will

have implication on the practices and programs that would be designed and implemented by the management of the organization. In addition, for companies to cultivate committed employees, future research should explore other possible antecedents of organizational commitment including leadership, organizational image etc.

- ❖ Last but not least, this study was delimited to quantitative method to collect data. It would be good for future researches to consider for employing multiple methods including in-depth interviews and focus group discussions in order to get information which substantiate the quantitative finding.

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Appendix
Jimma University
College of Business and Economics
Department of Management
Questionnaire to be filled by the employees of Leather Companies

Dear Participants,

You are invited to participate in this survey for a research to be undertaken for the requirement of Master of Business Administration at Jimma University in title: “the The Effect of Employees’ Perceived Corporate Social Responsibility and Organizational Support on Employees’ Commitment” The questionnaire consists of five sections: **Section A-** general awareness questions; **Section B-** perception of corporate social responsibility initiatives; **Section C-** perceived organizational support; **Section D** –organizational commitment and **Section E-** biographical information.

I would like to appreciate your participation in this study. It will take about 15-20 minutes of your precious time. I assure you that your responses will be held in strictest anonymity. Please keep in mind that the finding will be summarized on a general basis, not on an individual manner. If for any reason you do not want to participate in this study, please feel free to decline. If you wish to be informed of the findings of this study, the findings will be shared with you as a report discussing aggregated results only and will not disclose any raw data. Please read the instructions in each section and answer all the questions. There are no “trick” questions, so please answer each item as frankly and as honesty as possible.

I once again thank you for your assistance and cooperation in this academic pursuit.

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SECTION A: GENERAL AWARENESS QUESTIONS

The following statements are designed to check participant's general awareness about their organization CSR initiatives. As far as you know, your organization: (select all that apply)

	Awareness Items	
1	Donates to charity	
2	Contributes to campaigns and projects that promote the well-being of the society	
3	Gives back to the community in which does business	
4	Has employee-volunteer programs	
5	Participates in other socially responsible initiatives such as (please specify):	
6	Does not participate in any socially responsible initiatives	

SECTION B: CORPORATE SOCIAL RESPONSIBILITY

*Below is a list of statements that describing ones perceptions about his/her organization. Please indicate the extent to which you agree or disagree with each of the following statements using the scale as follows: **Strongly Disagree (SD)=1, Disagree (D)=2, Neutral (N)=3, Agree(A)=4, Strongly Agree(SA)= 5***

		SD	D	N	A	SA
	Economic Responsibility					
B1	The company strive to lower our operating costs					
B2	Our company closely monitor employees' productivity					
B3	The organization have been successful at maximizing our profits					
B4	The organization doesn't establish long-term strategies for our business (Reversed).					
	Legal Responsibility					
B5	The management of this organization try to comply with the law					
B6	Our company fails to comply with all laws regulating hiring and employee benefits. (Reversed)					
B7	We have programs that encourage the diversity of our workforce (in term of age, gender, or ethnicity).					
B8	Internal policies prevent discrimination in employee's compensation and promotion					
	Ethical Responsibility					
B9	Our company has a comprehensive code of conduct					
B10	We are recognized as a trustworthy company.					
B11	Fairness toward co-workers and business partners is an integral part of our employee evaluation process.					
B12	A confidential procedure is in place for employees to report any misconduct at work (e.g. sexual harassment).					

	Philanthropy Responsibility					
B13	Our company never supports employees who acquire additional education (Reversed)					
B14	Our company gives adequate contributions to charities					
B15	A program is in place to reduce the amount of energy and materials wasted in our business.					
B16	We encourage partnerships with local businesses and schools.					

SECTION C: ORGANIZATIONAL COMMITMENT

Listed below are a series of statements that represent feelings that individuals might have about the company or organization for which they work. Please indicate the extent to which you agree or disagree with each of the following statements using the scale as follows: **Strongly Disagree (SD)=1, Disagree (D)=2, Neutral (N)=3, Agree(A)=4, Strongly Agree(SA)= 5**

		SD	D	N	A	SA
	Affective Commitment					
C1	I really feel that my organization problem is my own.					
C2	I enjoy discussing about my organization with people outside it					
C3	This organization has a great deal of personal meaning for me					
C4	I am not very happy being a member of this organization (Reversed)					
	Continuance Commitment					
C5	I worry about the loss of investment I have made in this organization					
C6	I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically.					
C7	If I wasn't a member of this organization, I would be sad because my life would be disrupted.					
C8	I often feel anxious about what I have to lose with this organization.					
	Normative Commitment					
C9	I feel that I owe this organization quite a bit because of what it has done for me.					
C10	My organization deserves my loyalty because of its treatment towards me.					
C11	This organization has a mission that I believe in and am committed to.					
C12	I don't feel it is 'morally correct' to dedicate myself to this organization. (Reversed)					

SECTION D: PERCEIVED ORGANIZATION SUPPORT ITEMS

Below is a list of statements that describing ones feeling *perceived organization support*. Please indicate the extent to which you agree or disagree with each of the following statements using the scale as follows: **Strongly Disagree (SD)=1, Disagree (D)=2, Neutral (N)=3, Agree(A)=4, Strongly Agree(SA)= 5**

		SD	D	N	A	SA
D1	The organization strongly considers my goals and values.					
D2	The organization fails to care about my well-being. (Reversed)					
D3	The company takes pride in my accomplishments at work.					
D4	Help is available from my organization when I face a problem					
D5	The organization values my contribution to its well-being.					
D6	The organization would ignore any complaints from me related to a change in my working conditions (Reversed).					
D7	The company would forgive an honest mistake on my part.					

SECTION E: BACKGROUND INFORMATION

Please, read and tick the boxes for the following questions:-

A1. What is your gender?

Male	1
Female	2

A2. What is your current age?

18-30	1
31-45	2
Above 46	3

A3. What is your marital status?

Single	1
Married	2
Separated	3
Divorced	4

A4- What is the highest level of education you have completed?

12 complete and below	1
Diploma	2
Bachelor Degree	3
Master Degree and above	4

A5. What is your year of working experience in your company?

1-5	1
6-10	2
11-15	3
Above 16	4