Abstract
The purpose of this study is to find out the relationship between training & development, remuneration, supervisory support with organizational commitment in Cellular industry of Pakistan. Data is gathered through different employees (N = 90) of different cellular companies operating in Pakistan i.e. Mobilink, Ufone, Telenor, Warid and so forth. Our findings established significant relationship between above mentioned Independent variables with dependent variable i.e. organizational commitment). Strategies, how to enhance organizational commitment have also been discussed.

Keywords: Organizational commitment; Training and development; Remuneration; Supervisory support; Cellular industry; Pakistan.

JEL Classification Codes: M1; M12; M53.

1. Introduction
Organizational commitment its dimensions and determinants have been the major focus of study in western societies from the last three decades, although very little work has been done in Pakistan especially in cellular industry. The present study explores the relationship between the three major determinants i.e. training and development, remuneration, supervisory support, with organizational commitment in cellular industry of Pakistan. London and Howat (1979) define commitment as identification with organizational goals involvement with one’s work role, and a feeling of loyalty to and affection for the organization. The most effective predictor of employee’s commitment is remuneration in cellular industry of Pakistan as it relates to physiological needs of employee and the primary purpose of his employment. Training & development helps employees in their career progress and future employability. So it is the best predictor (after remuneration). Then comes the supervisory support which helps employees in their performance, job related behavior, employee career progress, backing up of employees etc. Findings of this study would be beneficial for different HR departments of different organizations and helps them to solve critical problem very easily.

2. Literature review
The basic purpose of our research is to view the relationship between independent variables i.e. training & development, remuneration, supervisory support with dependant variable i.e. organizational commitment. That’s why in literature review we have discussed dependant and independent variables separately.

Compensation
Compensation has a strong and significant relationship to organizational commitment (Dockel, 2003). Indeed, more an employee perceives a high level of internal equity (in comparison with other employees of the same department and/or the same company) and external equity (in comparison with individuals occupying a similar job in other organizations) in regard to issues such as compensation and benefits, performance evaluation, promotions, and mandates, the less they will intend to leave current employer (Pare et al., 2000). Because of the high technology employees commitment to their team, group based pay may result in more commitment to organization (Dockel, 2003). Earning was found to be not significant

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though it is positively related to continuance commitment (Johns, 2005). Employees constantly review if their salary is still competitive (Dockel, 2003). Those in the highest ranks calculate costs and benefits which may impact their thoughts of leaving (Moynihan et al., 2000).

In addition to above there are researches which suggest that one should not organizations should not solely rely on compensation e.g. A retention strategy that solely focuses on compensation conditions and benefits is not likely to favor commitment and loyalty of employees and offer any guarantee in satisfaction and retention. Further, such a strategy is not likely to compensate for the lack of professional recognition and chances of advancement and for a little stimulating IT job (Pare et al.,2000). While a focus on competitive pay packages to attract and retain talented cadres is clearly effective in manifesting job motivation, complimentary strategic HR practices are profoundly important in reducing staff turnover (Chew, 2005). Commitment stemming from economic and pragmatic considerations may actually lead to poor performance and leadership (Moynihan et al.,2000). Merely increasing the wages will increase individuals perception of low alternatives but has no impact on improving the alignment of employee goals with the organization (Iverson et al.,1999)

These diverse findings highlight importance of compensation. It needs to be tested whether organizational commitment in Pakistani IT professionals can solely be induced through compensation or there are some other factors in addition to compensation. However literature review strongly establishes relationship between organizational commitment and compensation .Hence in present study Compensation is one of the independent variable and its relationship with Organizational commitment will be seen in the findings.

H1: Compensation is significantly and positively related to Organizational Commitment.

**Training and development**

Employee development programs play a significant role in job satisfaction which helps lead to retention (Karen Shelton, 2001).Training, development opportunities and career opportunities were not found to have direct impact of organizational commitment in high technology industry This finding is contrary to many other findings in high technology industry (Dockel, 2003).Training is too often seen as a perk when it should be seen as essential investment in the intellectual capital of the organization. This is true in every professional field, but is perhaps more acute in IT (Pare et al.,2000). Proper training of managers and supervisors to recognize profile of each individual coupled with training in how to turn around perception that the organization controls can considerably improve retention efforts (Rossi, 2000).Organizations should have a process for encouraging, planning and investing in high technology employee’s professional development (Dockel, 2003). Training, support for training and motivation to learn were significantly and positively associated with affective, normative and overall commitment (Zaman, et al.2003)

Thus, training and development has emerged as one of important independent variable having relationship with organizational commitment. Hence it is taken in the present research and its impact on organizational commitment in Pakistani IT professionals will be tested.

H2: Training and Development is significantly and positively related to Organizational Commitment.

**Supervisor support**

Indeed, it seems that a successful employee whose work performance is recognized by his superiors and his peers will tend to do more than what is formally required of him (Pare et al.,2000). For high technology employees supervisor support gives them a chance to make difference on job, try out new skills and receive feedback on performance (Dockel, 2003).Employees emotional attachment to, identification with, and involvement in the organization is positively related to supervisor care and concerns about their employees, opinion, values and general well being(Sarah K. Soulun,2003). Perceived organizational support has the strongest positive correlation with affective commitment. (Mayer et al., 2002). Supervisor relationships had a more and stronger relationship to turnover intention (Raabe et al., 2003).

These findings are sufficient to argue that supervisor support is strongly related with organizational commitment and due to its relationship it is one of the independent variables and its relationship with organizational commitment will be tested in Pakistani IT professionals.
H3: Supervisor Support is significantly and positively related to Organizational Commitment.

But while seeing the relationship of these factors it is important to note that retention is not for every one. For example one research suggests that would be a mistake to believe that organizations should attempt to retain each and every employee especially in today’s economic turmoil. The challenges that confront managers are therefore not only how to minimize the possibility of losing good employees, but also how to identify the employees and organization needs and wants to keep (Kreisman, 2002).

All the above literature review identified some important independent variables and all of them have relationship with the dependent variable, organizational commitment.

Organizational commitment
It is the employee's emotional attachment, identification with, and involvement in a particular organization (Mowday et al., 1982). The major contribution in defining organizational commitment and its components is by Allen and Meyer who have described three types of Organizational commitment as Affective, normative and continuance. All three forms of organizational commitment are negatively correlated with withdrawal cognition, turnover intention and turn over (Mayer et al., 2002). Managers must keep in mind that IT specialists who identify themselves and feel emotionally attached to their organization and/or work unit are those who risk least to leave (Pare et al., 2000). Organizational commitment was revealed to be negatively related to turnover intentions (Lee, 2000). Affective commitment constitutes the primary predictor of turnover intentions. IT specialists grant a lot of importance for the alignment between their own values and those conveyed by management and they look for a work environment or milieu which will allow them to develop a strong feeling of belonging (Pare et al., 2000). Job involvement, Organizational commitment are negatively related to turnover intention (Sjoberg et al., 2000). Organizations that focus on different retention strategies that tap into different mind sets of commitment might have a better chance of retaining key employees (Irving et al., 2002) The organizational commitment has also macro level implications. Organizations with weak commitment are often less productive and if this occurs broadly throughout a number of organizations then quality of products and services may decline (Johns, 2005). Thus research on organizational commitment can also specify causes of low quality products in Pakistan.

Due to its importance for retention of employees as emerged by literature review Organizational Commitment is the dependent variable in the present study and relationship of three independent variables with this dependent variable will be analyzed in the present study.

3. Research methodology
This research was conducted on cellular industry (five cellular companies operating) in Pakistan. Therefore the target population was employees working in cellular industry. Questionnaires were distributed (total 44 questions) and 90 were received in response for final analysis. Survey was conducted as research methodology and organizational commitment questionnaire (Allen & Meyer, 1991) divided into 5 sections.

Section 1 represented the measurement of demographic information of respondents and it has (questions from 1-6) like “what is your age, what is your highest qualification etc.”

Section 2 represented the measurement of dependent variable i.e. organizational commitment and its levels. It is measured on 5 item Likert scale and contained (questions from 7-22) like “I owe a great deal to my organization, this organization deserves my loyalty” etc.

Section 3 represented the measurement of 3 independent variables i.e. compensation, training and development, and supervisory support.
Compensation is measured on 5 item Likert scale and contained (questions from 23-33) like “Most recent raise in my salary, Size of my incentives, etc.”

Training and development is measured on 5 item Likert scale and included (questions from 34-38) like “Sufficient time is allocated for training, my organization is providing me job related training etc.” Supervisory support is measured on 5 item Likert scale and included (questions from 39-44) like “My Boss seldom recognizes a job well one, etc.”
4. Findings
Simple Regression and Correlation analysis were employed to determine the relationship between three independent variables i.e. Remuneration (Compensation) (COM), Training and Development (TD), and Supervisory Support (SS) and one dependent variable i.e. Organizational Commitment (OC). Regression analysis is used to determine relationship of independent variables to dependent variable while the degree to which the variables are related is determined by correlation analysis.

Table 1: Correlation analysis

<table>
<thead>
<tr>
<th></th>
<th>MEAN</th>
<th>STDEV</th>
<th>OC</th>
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<td>OC</td>
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<td>0.44</td>
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<td>COM</td>
<td>3.54</td>
<td>0.46</td>
<td>0.635**</td>
<td>1</td>
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<tr>
<td>TD</td>
<td>3.56</td>
<td>0.57</td>
<td>0.578**</td>
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<td>SS</td>
<td>3.46</td>
<td>0.50</td>
<td>0.488</td>
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Note: ** Correlation is significant at the 0.01 level.

Table 1 suggests that compensation is directly correlated to organizational commitment (0.635**, P<0.05). It also suggested that Compensation (COM) was the most effective predictor of organizational commitment in Pakistan cellular industry. It is probably due to the low per-capita income of the people and severe unemployment situation in the country. So compensation which includes pay, fringe benefits and the like has a significant impact on organizational commitment in cellular industry of Pakistan.

Then comes to training and development (TD) which is the second most effective predictor (after Compensation) of Organizational Commitment in Pakistan cellular industry. In our results Training and development is directly correlated to organizational commitment (0.578**, p<0.05). Here results are consistent with (Ahmad & Bakar, 2003) whose significance level for the availability for training and commitment was 0.000 (p <0.01) with R=0.252, support for training and commitment was 0.000 (p <0.01) with r=0.660, and benefits of training and commitment was 0.000 (p <0.01) with R=0.441. While his Stepwise regression analysis for overall organizational commitment with Support for training was R square = 0.435 and Benefits of training was R square = 0.471.

Supervisory support (SS) is the third most effective predictor (after compensation and training) of organizational commitment in cellular industry of Pakistan. In our results supervisor support is directly correlated with organizational commitment (0.488**, p<0.05). Here our results are consistent with (Thomas & Bliese, 2005) who said that first-line supervisory support was related significantly to affective commitment (p <001, two-tailed) and mid-level supervisory support, has significant positive relationship with affective commitment (p = .02, two-tailed).

In Regression analysis, based on Table 2, we observe Significance level i.e. P-values which must be less than 0.05 (p<0.05) to impact of independent variables i.e. t-value which must be greater than 2 (t>2). P-values for Compensation (COM), Training and Development (TD), and Supervisory Support (SS) are 0.001, 0.003, 0.029 respectively, and t-values for the same are 3.410, 3.026, and 2.217 respectively. This means that Significance of Compensation is 99% (i.e. p= 0.001), Significance of Training and Development is 97% (i.e. p=0.003), and Significance of Supervisory Support is 71% (i.e. p=0.029) of these three independent variables. So Compensation is the most effective predictor, Training and Development is the second most effective predictor (after compensation) and Supervisory Support is the third most effective predictor (after compensation and training) of organizational commitment in cellular industry of Pakistan.
Table 2: Regression analysis

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<th>P</th>
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<tbody>
<tr>
<td>Constant</td>
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</tr>
<tr>
<td>COM</td>
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<td>3.410</td>
<td>0.001</td>
</tr>
<tr>
<td>TD</td>
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</tr>
<tr>
<td>SS</td>
<td>0.176</td>
<td>2.217</td>
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Finally R square which determines the collective impact of three independent variables i.e. Compensation, Training and Development, and supervisory support on dependent variable i.e. organizational commitment is \( R^2 = 0.492 \). Data obtained for this research is cross-sectional instead of time-series, and the value of R square must be less than 0.5 (\( R^2 < 0.5 \)). So 0.492 R square is acceptable.

5. Discussion

This research was conducted on cellular industry of Pakistan. Responses were obtained from four leading cellular companies naming U-fone, Telenor, Warid, Paktel and Mobilink. Cellular industry worked in private sector and was a major source of employment in the country as it received an abrupt boom from the past five to seven years. Customers of mobile phones were in thousands before seven years but now in 2007 millions of customers are using the products and services of cellular industry and the march is on the way. Still there are some issues in cellular industry like job insecurity, lack of training, low compensation for non-professional employees, lack of good supervision and the like. Employees worked in industry were of different educational, ethnic, and social backgrounds with majority of young people of professional qualification like engineering and business administration. These employees were keen to their employment keeping in view the prevailing acute unemployment condition in the country, and scarcity of opportunities of in cellular industry of Pakistan.

Keeping in view the above circumstances we selected three major predictors of organizational commitment i.e. Compensation, Training and Development, and Supervisory Support.

Compensation was the most effective predictive of Organizational commitment. Compensation included salary, fringe benefits, intrinsic and extrinsic rewards and the like. It has significant impact on organizational commitment as opposed to majority of researches conducted on the topic. The most obvious reasons for its significance are low per-capita income, severe unemployment situation, scarcity of opportunities for employment etc. That’s way employees gave first priority to compensation and their commitment to organization was heavily dependent on it due to the issue of bread and butter.

Then comes to Training and development (TD) which was the also effective predictor (after Compensation) of Organizational Commitment in Pakistan cellular industry and It is probably due to the job security issue in private sector, for which employees gave preference to Training and development in order to enhance their skills and expertise, for future growth and for future employability in case of their job termination. It is the second most effective predictor after compensation because compensation is the issue of survival so gets primary importance, keeping in view the country’s economic conditions and the issues of cellular industry. But Training and Development has significant impact on organizational commitment.

Finally Supervisory support (SS) was the third most effective predictor (after compensation and training) of organizational commitment in cellular industry of Pakistan. Its priority is low as compare to the above two independent variables (compensation and training) because employee’s immediate supervisor has nothing to do with compensation strategies, structure, size, and mode of compensation. Similarly he is not concerned with training benefits, environment, and the like issues. Still he can recommend his proposals to top management about compensation and training issues of employees along with employee’s performance,
his work related behavior and the effort he exerts in job. So these were the reasons behind supervisory support has significant impact on organizational commitment.

6. Practical implications of research
The present research is conducted on the Commitment of employees to their organization i.e. cellular industry of Pakistan. Findings of this research indicated that three major determinates of organizational commitment are Compensation, Training and Development, and Supervisory support. Therefore management should pay heed to them. Compensation is the best source of employee’s commitment to their organization as findings suggests that more and more compensation enhances commitment. It is due to many reasons such as low per-capita income, unemployment and under-employment situations in the country. Therefore management must consider this determinant as a little increase in compensation would give highly committed employees to organization.

The second determinant i.e. Training and Development plays two fold roles. First it provides a career ladder with in the organization as it enhances the skill and expertise of employees which positively increase their performance and eventually contributes in promotions, and secondly it provides a sort of future job security in the form of experience and expertise. Responses shows that most of the people opt to that mobile company who provides opportunities for off and on training programmes even at the cost of compensation. It is therefore suggested from the findings that organizations should always introduce coherent training and development programmes for employees in order to enhance their organizational commitment.

Findings regarding Supervisory Support indicates that it is the supervisions who brings and retains committed employees into the fold of organizations as supervisor’s consistency of behavior toward subordinates, showing concern for career progress, backing up employees with other managers, employees’ satisfaction with the supervisor’s technical competence, unbiased performance appraisals, and good work related behavior. Response indicates that most of the employees feel moral obligations to be remaining committed to their organization due to positive supervision. So management should keep keen eye on this important determinant. In recently emerging cellular industry of developing country i.e. Pakistan, the fate of the employees’ commitment is truly in the hands of aforementioned three determinants.

Hence findings would be beneficial for all HR departments in general and HR departments of cellular industry in particular. The findings thus gave a powerful tool in the hands of management to get highly committed workforce as competitive edge over their competitors in ever-changing business world.

7. Recommendations for future research
The research simply emphasized upon the commitment of employees to their organizations but there are many levels of Commitment such as Affective Commitment, Normative Commitment, and Continuous Commitment. Further research is needed to explore each level of commitment of employees to their organizations to find out current level of employee’s commitment and devised strategies accordingly to improve the level.

Similarly there are other various determinants of organizational commitment other than discussed in this article, such as appropriate performance appraisal, career opportunities, work like polices and the like. Therefore future study is need to prob into those determinants and determines their impact on employees’ commitment in order to do full justice with the topic.

References


