

Factors Affecting Employees' Commitment in Manufacturing Company

Nurul Syahirah Senin^{1,*}, Umi Kartini Rashid¹, & Juzaimi Nasuredin²

^{1,3}Department of Technology and Management, Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia, Johor, 86400 Batu Pahat, MALAYSIA

²Department of Business Management, Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia, Johor, 86400 Batu Pahat, MALAYSIA

*Corresponding Author

DOI: <https://doi.org/10.30880/rmtb.2021.02.02.066>

Received 30 September 2021; Accepted 01 November 2021; Available online 01 December 2021

Abstract: Employee commitment is vital to an organization and has an impact on employee's performance. The purpose of this study was to investigate the factors that impacted the employee's commitment. Employees in the private sector made up the majority of those who took part in this survey. This study was conducted quantitatively and questionnaires were sent to 204 employees. The obtained data were analysed, and descriptive and correlation scores were gained. The results discovered that employee's commitment level was high. Knowledge sharing was the dominating element that influenced the employee's commitment and showed the highest mean value based on the mean value. This result also revealed that compensation and incentives, training and development, and knowledge sharing affected employee's commitment in the manufacturing company.

Keywords: Employee commitment, knowledge sharing, compensation and incentives, organization justice, training and development.

1. Introduction

1.1 Research Background

The expansion of the industrial sector fuelled the country's economic development. As a result, Malaysia has seen tremendous economic development as it effectively transitioned from an agricultural and commodity-based economy to an industry-based economy. Every year, the sector's contribution to the Gross Domestic Product (GDP) and the country's export profits grow (Ministry of Finance Malaysia, 2017).

According to a statement issued by the Malaysian National Bank (2018), the manufacturing industry may also produce numerous job possibilities for Malaysians at different stages of production, assembly, packaging, marketing, and other associated operations. The rapid expansion of the manufacturing sector will enhance resource production and processing while also assisting the leading economic sector's growth. Meanwhile, the expansion of the industrial sector has indirectly aided in the transmission of technology and created job possibilities for locals while raising the living standards of individuals with higher income per capita.

1.2 Problem Statement

According to the business community and financial sector, employee turnover in Malaysia grew from 0.9 per cent in 2012 to 13.2 per cent in 2013, with a high turnover of personnel in manufacturing (Salary to increase 2013). According to the 2013/2014 Productivity Report, the biggest problem confronting Malaysia's manufacturing industry is hiring and keeping employees. Furthermore, employees in the private sector have no assurance of staying in an organisation and are more likely to quit than employees in the public sector, who must undergo rigorous procedures to leave an organisation (David, 2010). And the problems for companies at all levels and sectors are to retain employees while reducing costs in human resources departments to attract individuals or have high-commitment staff (Utusan Online, 2015).

Understanding the variables that influence employee commitment can help a company become more aware of alternatives for increasing employee commitment. Most prior investigations were conducted in the education and public sectors, with only a few studies conducted in the manufacturing sector. Therefore, this research aimed to examine the variables that impact employee commitment and determine the relationship between the factors of commitment and employee commitment in the organization.

1.3 Research Questions

- (i) What is the level of commitment among employees in the manufacturing company?
- (ii) What are the dominant factors that affect commitment among employees in the manufacturing company?
- (iii) What is the relationship between factors of commitment and employees commitment in the manufacturing company?

1.4 Research objectives

- (i) To identify the level of commitment among employees in the manufacturing company.
- (ii) To identify the dominant factors that affect commitment among employees in the manufacturing company.
- (iii) To identify the relationship between factors of commitment and employee commitment in the company.

1.5 Research Scope

High employee turnover came into the management's concern because lack of talent and recruiting costs directly affect efficiency and have a negative impact on the financial business, despite the fact that Malaysia's manufacturing sector has many job opportunities and contributes the most significant percentage of national income. This may be seen in Malaysia, where manufacturing sales increased by 2.6 per cent in January 2020 (Statistics Department of Malaysia, 2019) to RM118.2 billion, up from RM115.2 billion a year earlier. The increase in petroleum, chemical, rubber, and plastic products (6.9

per cent), non-metallic mineral products, basic metal and fabricated metal products (4.7 per cent), and electrical and electronics products (4.7 per cent) drove the year-on-year gain (4.3 per cent).

Furthermore, the overall number of manufacturing employees in January 2020 was 2,280,951, a rise of 1.4 per cent or 32,559 people from 2,248,392 in January 2019. Salaries and salaries paid was RM7,663.6 million in January 2020, up 4.1 per cent or RM301.3 million from the same month the previous year. Compared to the same month in 2019, the sales value per employee increased by 1.2 per cent to RM51,831. Meanwhile, in January 2020, the average salary and compensation per employee were RM3,360.

As regard to the above explanation, the study had been conducted to investigate the characteristics that influenced employee commitment in a private sector firm. Furthermore, random sampling among the employees of a manufacturing company in Kluang, Johor, was chosen as this study's scope. Respondents were selected randomly and contacted via e-mail to answer the questionnaire.

1.6 Significance of the Study

It is hoped that this study can be a guideline for organizations, especially in the private and public sectors, to encourage employees to remain committed to every job they do to gain job satisfaction. In addition, this study aims to guide employees to better understand the factors that can enhance employee commitment to innovate more effective ways of working and improve innovation in the organization. Besides, as a guide for future researchers to increase their knowledge in the medium of employees commitment.

2. Literature Review

2.1 Employees Commitment

Commitment is defined as a strong bond between employees and the organization. It is also evaluated from various angles that pertain to a wide range of criteria, situations, and employee actions. Organizations rely on their members' skills, efficiency, dedication, and loyalty. Organizational commitment is a sentiment and attitude of employees for the whole organization, although it is strongly related to organizational loyalty. Furthermore, organizational commitment entails accepting the organization's aims and ideals, a readiness to contribute to the company, and a desire to stay loyal to the current workplace. Employees commitment, according to Azlina Abu Bakar (2012), includes characteristics of attitude and behaviour. Indeed, an employees commitment is essential since it determines an organization's effectiveness (Wan Shahrazad, Muhamad Ariff & Sukanthi Mariappa, 2013). Employee commitment is viewed as a vital component in an organization's development. Organizations generally value their employees' commitment since employees commitment is connected to good performance, such as higher productivity, job satisfaction, lower absence rates, stable working conditions, and so on (Worrall *et al.*, 2000; Culverson, 2002). Employees deeply committed to the organization are more likely to provide additional contributions such as invention and creativity, leading to increased organizational capabilities (Bennett & Durkin, 2000). Since a result, employees commitment to the organization is a part of human resource management that must be successfully managed, as each firm must pay attention to its human resource assets.

2.2 Factors Affecting Employees Commitment in Organization

In the context of individual attitudes, commitment is defined as a strong desire to remain in an organization and a readiness to work hard to remain in an organization. In fact, it is preferable if an organization is able to discover elements that might motivate employees to stay with the organization. According to Che Sze *et al.* (2016), numerous elements such as compensation and incentives, organisational justice, training and development, and knowledge sharing impact employee engagement.

Furthermore, Walsh and Taylor (2007) found a substantial link between compensation and incentive elements and employee engagement in the organization. Employees will be more committed to performing their work if they are happy with their pay (Williams *et al.*, 2006). According to Wruck (2000), if employees believe they are not adequately rewarded, they will be less devoted to the task and look for alternative opportunities. According to the findings of research conducted in the manufacturing sector by Akhlagh and Maafi (2013), there is a substantial relationship between compensation and incentives for employees commitment.

Meanwhile, earlier scholars have widely highlighted the link between organizational justice and employees commitment. Tioh Choong and Wong (2010) and Bakhshi, Kumar, and Rani (2009) discovered a strong link between organizational justice elements and employees commitment. According to Xu (2009), in his study, organization justice links with dedication among generation Y and shows a good association with employees commitment.

(a) Compensation and Incentives Factors

Compensation and incentives are vital in ensuring that employees' welfare and justice are provided and maintained. Wages, salaries, bonuses, and commissions are examples of compensation and incentives. Employees will feel more rewarded if their compensation or wage is consistent with their efforts. Furthermore, according to the research of Yahya *et al.* (2008), compensation and incentives were among the elements that contributed to the level of employee commitment in the organization. Furthermore, according to Ishigaki (2004), employees are more prone to commit to a company if they are provided with fair wage.

(b) Organization Justice Factors

The justice factors are described as employees' perceptions of how their employers treat them fairly. If employees are satisfied with how the organizations handled them, there is a good chance that they will stay with the organizations for a longer period. According to Moorman (1991), there are three types of organizational justice: distributive justice, procedural justice, and interaction justice. Distributive justice refers to employees' perceptions of organizational fairness in the allocation of jobs, tasks, promotions, power of influence, and earning prizes or rewards. Furthermore, procedural justice is defined as the procedure of execution justice and the chance provided by the management for workers to express their ideas and propose alternatives to decision-making or action in addressing an organisational problem.

Furthermore, interactions justice refers to the quality of interpersonal interactions companies have with their workers during the decision-making process. When conducting justice relations, managers frequently employ the principles of honesty, respect, politeness when asking inquiries, and sufficient reasoning. Greenberg and Baron (2003) utilised it in their research to examine the perceptions of fairness in organisational decision-making. In their study, Terspstra and Honoree (2003) show that the method for assessing organizational justice is more complex than determining the quantity of remuneration and incentives.

(c) Training and Development Factors

According to Olaniyan and Lucas (2008), human capital is a valuable asset that any firm must have. To ensure that an organization's vision and purpose are realised, it must have competent and qualified people capital. Furthermore, training and development are critical in developing competitive and high-quality human capital. According to Abiodun (1991), training is crucial for an organization's growth. Knowledge, skills, and talents are the elements that must be cultivated for employees and essential for them to carry out in their everyday responsibilities. According to Kadiresan *et al.* (2016), development is the process of preparing and training people for future success and potential competitive difficulties in the company sector. The primary goal of training and development is to prepare people to function

in today's competitive environment. Training and development programmes also encourage employees to take inventive activities in order to achieve desired job performance, which increases employee engagement (Elnaga & Imran, 2013).

(d) Knowledge Sharing

Knowledge sharing is a necessary organizational strength and capacity for maintaining a sustained competitive advantage (Witherspoon *et al.*, 2013). Information sharing entails a social interaction culture that encompasses the interchange of employee knowledge, experiences, and abilities across departments and organisations (Lin, 2007). Employees in this type of setting may cooperate and participate in creating and growing knowledge and skills (Martinez- Conesa *et al.*, 2017). Knowledge sharing is one of the most significant aspects of achieving its objectives (Demirel and Seckin, 2011). Furthermore, Hall (2001) describes how by establishing an atmosphere in which sharing information is valued and when the shared knowledge is implemented, individuals are more eager to do so without being persuaded. Committed employees are keen on sharing their expertise with their co-workers and are well-liked by management.

2.3 The Relationships between Factors of Commitment and Employees Commitment

(a) The Relationship between Compensation and Incentives and Employees Commitment in The Organization

According to Yahya *et al.* (2008), compensation and incentives are among the variables that contribute to employees commitment to the company. This finding also supports by (Daud, 2010) and Hinkin and Tracey (2000) discovered a clear link between compensation and incentives and employee engagement in a hotel firm in New Delhi.

H1: There is a significant relationship between compensation and incentives and employees commitment in the organization.

(b) The Relationship between Organization Justice Factors and Employees Commitment in the Organization

According to Choong *et al.* (2010), in Malaysia, justice elements might increase employees' loyalty. According to Ahmed, Khushi, and Islam (2013), one variable that encourages employees to stay engaged is organizational justice. This aspect also has a strong link with employees commitment. Folger and Cropazano (1998) and Konovsky and Cropazano (1991) agreed that there is a favourable link between organizational justice and employee commitment. Ishfak *et al.* (2011) also discovered consistent results in their investigation.

H2: There is a significant relationship between organizational justice and employees commitment in the organization.

(c) The Relationship Between Training and Development Factors and Employees Commitment in The Organization

Thangthong *et al.* (2014) found a strong link between training and development elements and employee commitment in the organization. According to Boella and Turner (2005), employees commitment is connected to training and development elements. Next, Lashley (2002) discovered that training and development among service restaurant employees could improve employees commitment and productivity. According to Chiang *et al.* (2005), effective training can improve employees satisfaction and commitment. The manager can monitor the contribution made by employees to the achievement of organization goals by conducting training and development assessments (Adeniyi, 1995). And the contribution of employees can improve an organization's success. According to Bartlett

(2001), there is a substantial link between training and development and employee engagement in the organization. This assertion has also been supported up by Thangthong *et al.* (2014).

H3: There is a significant relationship between training and development and employees commitment in the organization.

(d) The Relationship between Knowledge Sharing Factors and Employees Commitment in The Organization

According to Saeed (2016), the greater the knowledge sharing, the greater the employee's commitment. Seyed and Karash (2012) then found that knowledge sharing in companies substantially impacts employees' organizational commitment in a manufacturing company. This showed as knowledge sharing inside organizations increases, employee commitment to their organization's increases. Employees will commit and work as a team to attain the organization's goals when they share their expertise with others. From the finding of Salleh *et al.* (2017), these characteristics are significant in contributing to the accomplishments of an organization, and they are closely connected. The most crucial element for employees commitment is knowledge sharing. According to Salleh *et al.* (2017), companies must encourage employees in participating, contributing, and sharing knowledge. Management should also consider implementing knowledge sharing in their company since sharing information and skills with others may help its success and development. Employees will be loyal, confident, and comfortable working with the company if they apply knowledge-sharing culture (Salleh *et al.*, 2010). Furthermore, Demiral and Goc (2013) discovered a link between employees commitment and knowledge sharing. Employees that are more committed to the company will work harder to achieve the organization's goals. Hence, managers should increase knowledge sharing and implement it in their companies.

H4: There is a significant relationship between knowledge sharing and employees commitment in the organization.

Overall, the study's conceptual framework is as follows: it shows the relationship between the independent variable (compensation and incentives, organization justice and training and development and knowledge sharing) and the dependent variable (commitment).

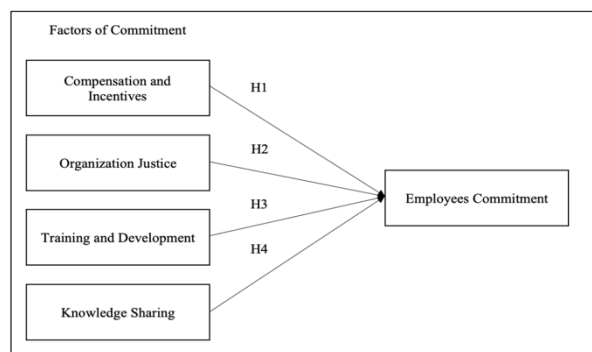


Figure 1: Research Framework

3. Research Methodology

3.1 Research Design

The researchers chose a descriptive survey design to obtain the information directly from the respondents through data collection. For the respondents, a total of 180,000 employees of a manufacturing firm in the Kluang region was chosen as the population of this study. According to

Krejcie and Morgan's (1970) sample size determination table, a total of 348 samples are required to get significant results. This study used a random sample as a sampling technique. There are numerous ways to gather data, including observation, interviewing, and questionnaires. In this study, data was collected from the employees through survey questionnaires. The structure of questionnaires was divided into three parts which are section A (demography), section b (factors of commitment) and section c (commitment), as shown in Table 3.2. Section B and C used the Likert scale (1= Strongly Disagree, 2= Disagree, 3= Neutral 4= Agree, dan 5= Strongly Agree).

3.2 Data Collection

Data collection consists of two types of methods which is:

(i) Primary Data

In this study, survey questionnaires were the primary data. They were sent to the prospective respondents in the industrial sector.

(ii) Secondary Data

The secondary data used in this study came from journals and articles from prior studies. Researchers used secondary data to gather information and developed a framework for this study.

Table 1: Structure of questionnaire

Part	Element	Resource
A	Demography	-
B	Compensation and incentives	(Ahmad & Schroeder, 2003)
	Organization justice	(Ahmad & Schroeder, 2003)
	Training and development	(Ansari, Hung & Aafaqi, 2003)
	Knowledge sharing	(Pai, 2006)
C	Organization commitment	(Meyer & Allen, 1991)

3.3 Pilot study

The pilot study aimed to ensure that the respondents understood the instruction and items of the survey questionnaires to provide the correct feedback. From this study, the value of Alpha Cronbach's that was more than 0.7 meant that the questions were highly reliable.

Table 2: Pilot study

Factors	Cronbach alpha	N-item scale	in N-Respondent
Factors affecting employees commitment in manufacturing company	0.721	22	20

3.4 Data Analysis

Descriptive analysis was used to represent the parameters of the study sample, and it was evaluated by percentage, mean, and standard deviation. It is also commonly used as a preliminary finding in research. As part of the descriptive analysis, data was measured using SPSS version 20.0, a statistical programme. Employee commitment in manufacturing sectors was examined using correlational

analysis. Due to non-normal normality test results, the researcher used Spearman analysis to analyse the findings.

4. Results and Discussion

This section discussed the return rate of the questionnaires, reliability analysis, demographic summary, descriptive analysis, normality test, and correlation analysis.

4.1 Return Rate of Questionnaire

A total of 384 questionnaires were distributed, and the return rate was 53 per cent as the total return was 204 sets.

4.2 Reliability Analysis

Table 4.1 above shows that the Cronbach Alpha score value achieved for this test is 0.702 where it exceeds the scale value of 0.7. Therefore, the level of reliability of the research instruments that have been used is suitable for this research.

Table 3: Reliability statistics

Factors	Cronbach alpha	N-item in N-Respondent scale
Factors affecting employees commitment in manufacturing company	0.721	22 / 204

4.3 Demographic Analysis

This section describes the background of the respondents in the manufacturing company in Kluang, Johor.

Table 4: Demographic profiles of respondent

Respondent Profile	F	P
Gender	Male	110
	Female	46.1
Age	20-24	24.5
	25-29	53.4
	30-34	8.3
	35-39	8.3
	40-44	4.0
	45 Above	1.5
Race	Malay	58.8
	Chinese	12.8
	Indian	15.7
	Others	12.7
Level of education	Secondary	49.5
	Diploma	35.3
	Degree	13.2
	Postgraduate	2.0

Marital status	Single	133	65.2
	Married	65	31.9
	Others	6	2.9
Job position	Non-executive	43	21.0
	Junior executive	14	6.9
	Senior executive	2	1.0
	Manager	2	1.0
	Senior manager	1	0.5
	Others	142	69.6
	Income	Below RM2,000	67
	RM2,000-3,000	91	44.6
	RM4,000-5,000	36	17.6
	RM6,000-7,000	8	4.0
	RM8,000-9,000	1	0.5
	RM10,000 Above	1	0.5
Years of service	Below 2 years	73	35.8
	2-5 years	83	40.7
	6-10 years	46	22.5
	Above 10 years	2	1.0

Note: F = Frequency; P = Percentage (%); N = 204

Table 4 shows the majority of the respondents were men which carried 54 per cent, and women were 46 per cent. This indicates that men dominate employees in the manufacturing in Kluang. At the same time, female workers are fewer than male workers. Besides, the majority age of manufacturing employees in Kluang was in the range of 25 to 29 years old (53.4 per cent) and age 20 to 24 years old (24.5 per cent). Employees in the range of 30 to 34 years old and 35 to 39 years old were at 8.3 per cent. For the age range of 40 to 44 years old was 3.9 per cent. Meanwhile, 1.5 per cent are employees age 45 years old and above.

Next, the majority of employees in manufacturing in Kluang were Malay which represented 59 per cent. Chinese employees were about 13 per cent, while Indian 15 per cent of Indian, and as many as 13 per cent of the employees were other than Malay, Chinese and Indian. Next, most of the respondent's level of education was secondary with a total of 49.5 per cent, followed by 35.3 per cent of respondents who have a diploma. Meanwhile, those with degree and postgraduate was 13.2 per cent and 2 per cent. It shows that the majority of marital status for employees is single which is 65 per cent. While for employees with marital status is married as much as 32 per cent. This shows that employees who work in manufacturing company are more single than married.

Moreover, the majority of manufacturing employees in Kluang held other positions, which were 69.6 per cent. Employees in junior executives and managers were 6.5 per cent and 1 per cent respectively. Besides, senior managers and managers were 1 per cent and 0.5 per cent each. Meanwhile, 21.1 per cent were employees of non-executive. In addition, the majority of income for employees was between RM2,000 to RM3,000, which was 45 per cent. While for employees with income below RM2,000 was 33 per cent. And only 1 per cent for employees with an income of RM8,000 up to RM9,000 and RM10,000 and above. This showed that the employees who were working in this company earned between RM2,000 to RM3,000. Lastly, most employees in this company had worked between 2 to 5 years (40.7 per cent). Employees with working years below two years were 35.8 per cent, and six years to 10 years were 22.5 per cent. Meanwhile, 1.0 per cent of the employees who worked ten years and above ten years represented 1.0 per cent of the total respondents.

4.4 Descriptive Analysis

Table 5: Descriptive statistic

Independent Variables	Mean Value	Level of tendency
Compensation and incentives	4.2294	High
Organization justice	2.6017	Moderate
Training and development	3.1973	Moderate
Knowledge sharing	4.5000	High
Dependent variables	Mean Value	Level of tendency
Employees Commitment	3.9993	High

Table 5 shows the results of the analysis of the factors that influence employee commitment. From the analysis, the factor with the highest average or mean value is knowledge sharing which is 4.5. At the same time, the factor with a low average value is organizational justice which is 2.6017. In summary, knowledge sharing is the most dominant factor that influences employee commitment in the organization.

4.5 Normality test

Table 6: Result of normality test for all variables

Item	Kolmogrov-Smirnonov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Independent Variables						
Compensation and incentives	.213	204	.000	.667	204	.000
Organization justice	.184	204	.000	.933	204	.000
Training and development	.146	204	.000	.969	204	.000
Knowledge sharing	.172	204	.000	.826	204	.000
Dependent variables						
Employees Commitment	.067	204	.025	.986	204	.042

Looking at Kolmogorov-Smirnov in Table 6 above, significant values obtained for compensation and incentive (0.000), training and development (0.000), as well as organization justice (0.000) and knowledge sharing (0.000) were less than 0.05. These results indicated that all these data were not normal, and the Spearman correlation test was appropriate for the correlation analysis. While for employees commitment, the significant value was less than 0.05, which meant that the data was also abnormal. To study the correlation on the data, the researcher will use the Spearman correlation test. In summary, the data obtained to study the compensation and incentive, training and development and knowledge sharing, and employee commitment are not normal. Therefore, the correlation test used is Spearman correlation.

4.6 Correlation Coefficient

Based on Table 7, the value of the correlation coefficient, *r* for compensation and incentives and employee commitment in the organization is 0.281, and this value is significant at $p < 0.01$ with the value of $p = 0.000$. This indicates that there is a significant relationship between compensation and incentives and employee commitment within the organization. Hence, H1 is supported.

Table 7: Spearman's Correlation Analysis of factors affecting employees commitment

	Compensation and incentives	Organization justice	Training and development	Knowledge sharing	Employees Commitment
Employees Commitment	.281**	.006	.218**	.248**	1.000

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

Next, there is an insignificant relationship between organization justice and employee commitment with a value of $p = 0.347$ and a value of correlation coefficient, $r = 0.066$. Hence, $H2$ is not supported. In addition, this also indicates that the relationship is at a very weak level.

For the training and development correlation coefficient, r is 0.218, and this value is significant at $p < 0.01$ with the value of $p = 0.002$. This indicates that there is a significant relationship between training and development and employee commitment in the organization. Hence, $H3$ is supported. However, this factor is at a moderate level of connection.

For knowledge sharing correlation coefficient, r is 0.248, and this value is significant at $p < 0.01$ with $p = 0.000$. This indicates that there is a significant relationship between these factors and employee commitment in the organization. Hence, $H4$ is supported

5. Conclusion

This part involves the discussion and conclusions of the research conducted. And this part also discusses the limitations of the current study and makes recommendations to future researchers to solve the limitations that occur.

5.1 Discussion on finding

(a) Discussion on the first research objective

The main objective of this study was to find out the level of commitment among employees in the manufacturing factories in Kluang. In addition, this still will answer the discussions by previous studies. Overall, the level of commitment among employees of manufacturing companies in Kluang is at a high level with a mean score of 3.9993. Affendi (2014) reported that employees who have a high level of commitment have a greater chance of surviving in the company than employees who don't.

(b) Discussion on the second research objective

The study's second objective was to identify the dominant factors affecting employee commitment in the manufacturing company. Based on the data analysis, this factor was found to have a moderate level with a mean value of 4.2294. This shows that compensation and incentives are among the critical factors of employee commitment in the organization because of their highest value. The intensity of employee commitment is affected by compensation and incentives, according to Yahya *et al.* (2008).

The mean value of this factor is 2.6017 where it is also at a moderate level that shown organizational justice is a less critical factor. Still, employees must remain committed to the organization. This study indicates Folger and Cropazano's (1998) and Konovsky and Cropazano's (1991) findings that organisational justice and employee commitment are positively related. The results show that this component has a different outcome from prior studies, and this is a normal finding when organisational justice does not impact employee commitment to the company.

For training and development, the mean value is 3.1973, and it is at a moderate level where an important factor for employees to remain committed to the organization is. When employees receive quality training, they are better equipped to accomplish their assigned responsibilities, according to Olaniyan and Lucas' (2008).

For knowledge sharing factors, the mean value is 4.5000, and it is at a moderate level where an important factor for employees to remain committed to the organization is. Research by Salleh *et al.* (2017) found that companies must include employees in participation, contributing and knowledge sharing.

Overall, this study revealed that knowledge sharing is the most dominant element impacting employee commitment. However, compensation and incentive, organization justice, and training and development are not dominant factors that affect employees' commitment to the organization.

(b) Discussion on the third research objective

Based on the findings, three factors indicate a significant relationship. One factor has shown no significant relationship towards employee commitment in the organization. It has also answered previous studies that have been done.

This study found that compensation and incentive factors have a significant relationship with employee commitment in the organization. Williams *et al.* (2006) found that when employees are happy with the amount of remuneration they get, they are more likely to be devoted to their work.

This study also found an insignificant relationship between organizational justice and employee commitment in the organization where employees in the manufacturing sector are not affected by the organizational justice to continue committing. This study contradicted the study conducted by (Xu, 2009) in his research that stated that organizational justice has connected with employee commitment. However, the survey conducted by Salavati *et al.* (2013) agrees that organizational justice has no significant relationship to employee commitment.

This study also has found that training and development have a significant relationship with employee commitment in the organization. Chiang *et al.* (2005) found that practical training can improve job satisfaction and employee commitment.

This study also found that knowledge sharing factors have a significant relationship with employee commitment in the organization. This study supports Seyed and Karash (2012) finding, who found that knowledge sharing in organizations substantially impacted employee commitment. The results suggest that when knowledge sharing within organizations improves, employee commitment to their companies also enhances.

5.2 Conclusion

Based on the study's objectives, the study found that all four factors affect employee commitment in the organization: compensation and incentives, training and development, knowledge sharing, and organizational justice. Knowledge sharing is the dominant factor based on the mean value obtained because of the highest mean value. In addition, three factors indicate a significant relationship towards employee commitment: compensation and incentives, training and development, and knowledge sharing.

5.3 Limitations of the Study

The lack of cooperation from the firm in answering the questionnaires was one of the study's challenges. In addition, the researcher's limited time to collect data from the respondents and respondents' dishonesty in answering the questions also make the finding inaccurate.

5.4 Recommendations

Future researchers can increase the scope of the study on the population in each state to acquire more strong research results, which is one of the ideas that can assist in overcoming the constraints. Aside from using more than one study equipment, researchers will be able to get better research findings.

5.5 Contribution of the Study

Employees are a company's most valuable asset and one of the most significant factors of its success. As an initiative, management needs to understand their staff in order to maintain their commitment. This research gives recommendations to corporate managers, especially in the manufacturing industry, on identifying the elements that impact employees commitment to the organization. When employees have a high level of commitment, they are able to enhance their job performance. And ultimately, the organization achieves superior results.

Acknowledgement

The authors thank the reviewers for their valuable comments and valuable suggestion. All those who contributed directly or indirectly are also thanked.

References

- Abiodun, E.J, A. (1999). Human Resources management, *An overview Concept Publication Shomolu Lagos*, 110-121.
- Adeniyi, O.I. (1995). Staff training and development in Ejiogun, a Achumba, I. Asika (eds). *Reading in Organizational Behaviour in Nigeria, Lagos*. Maltho use Press Ltd, 159-167.
- Ahmad, S. & Schroeder, R.G. (2003). The impact of human resource management practices on operational performance: Recognizing country an industry differences. *Journal of operations Management*, 21, 19-43.
- Ahmed, I., Khushi Mohammad, S., & Islam, T. (2013). The Relationship between Perceived Fairness in Performance Appraisal and Organizational Citizenship Behavior in the Banking Sector of Pakistan : the Mediating Role of Organizational Commitment. *International Journal of Management and Innovation*, 5(2), 75–89.
- Azlina Abu Bakar. (2012), *Psikologi Industri dan Pengurusan Sumber Manusia Malaysia*: Universiti Malaysia Terengganu 20-23.
- Bakhshi A., Kumar K., & Rani, E. (2009). Organizational justice perceptions as predictor of job satisfaction and organizational commitment. *International Journal of Business Management*, 4(9), 145-154.
- Bennett, H., & Durkin, M. (2000). The Effect of Organizational Change on Employee Psychological Attachment: An Exploratory Study. *Journal of Managerial Psychology*, 15(2), 126-147.
- Choong, K.F., Edward, Khin, S.K., & Tioh, N.H. (2010). The impact of organizational justice on employee's job satisfaction: The Malaysian company perspective. *American Journal of Economic and Business Administration*, 2(1), 56-63.
- Daud, N. (2010). Jaminan Kerja dan Hubungannya dengan Kepuasan Kerja dan Komitmen terhadap Organisasi. *International Conference on Ethics and Profesionalism*, (1998), 475-492.
- Demirel, Y., & Seckin, Z. (2011). The Effect of Organizational Justice on Knowledge Sharing: A Study on Pharmaceutical Employees. *Bilig, Kis 2011*, S, 56, 99- 119.

- Elnaga A. and Imran A. (2013). The effect of training on employee performance *Eur. J. Bus. Manag.* No. 5, pp. 2222–2839.
- Fatimah Affendi. (2014). *Tahap kepuasan kerja dan komitmen organisasi dalam kalangan guru kolej vokasional: Pendekatan structural equation model*. UTHM: Tesis Ijazah Sarjana.
- Folger R. & Cropanzano R. (1998). *Organizational Justice and Human Resources Management*. Thousand Oaks, London: Sage Publications.
- Greenberg, J. dan Baron, R.A. (2003). *Behavior in Organization: Understanding and managing the human side of work*. 8, New Jersey: Prentice Hall.
- Hall H. (2001). Input-Friendliness: Motivating Knowledge Sharing Across Internets. *Journal of Information Science* 27(3): 139–146.
- Hinkin T.R, Tracey J.B (2000). *The cost of turnover Cornell hotel and restaurant*. *Administration Quarterly*, 41 (3) (2000), 14-21.
- Ishigaki, D. (2004). *Effective management through measurement*. Retrive September 5, 2015 from <http://www.ibm.com/developerworks/rational/library/4786.html>.
- Kadiresan V., Selamat M. H., Selladurai S., Ramendran C. and Mohamed R. M. K. H. (2016). Performance appraisal and training and development of human resource management practices (HRM) on organizational commitment and turnover intention *Asian Soc. Sci.* No.11, pp. 162–176.
- Lashley, C. (2002), *A Feeling for Empowerment*. UK: Thomson Learning.
- Lim, H.F. (2007), "Knowledge sharing and firm innovation capability: an empirical study", *International Journal of Manpower*, Vol. 28 Nos 3/4, pp. 315-332.
- Martinez-Conesa, I., Soto-Acosta, P. and Carayannis, E.G. (2017), "On the path towards open innovation: assessing the role of knowledge management capability and environmental dynamism in SMEs", *Journal of Knowledge Management*, Vol. 21 No. 3, pp. 553-570.
- Meyer, J.P. & Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.
- Moorman, R.H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship. *Journal of Applied Psychology*, 76, 845-855.
- Olaniyan, D.A., & Lucas, B.O. (2008). Staff Training and Development: A vital tool for Organizational Effectiveness. *European journal of Scientific Research*, 24 (3), 326-331.
- Pai, J. (2006), "An empirical study of the relationship between knowledge sharing and IS/IT strategic planning (ISSP)", *Management Decision*, Vol. 44 No. 1, pp. 105-122.
- Saed, M, S. (2016). The Impact of Job Satisfaction and Knowledge Sharing on Employee Performance. *Journal of Resources Development and Management*, 21.
- Salleh, S. M., Ismail, N. S., Hamazah, M. F. S., Zahari, M. S. A., Mohammed, H. N., & Abdullah, N. (2017). Knowledge Sharing and Organizational Commitment in Organization. *Journal of Applied Environmental Bio- Sciences*, 7(58), 37– 40.
- Seyed M. M. D. and Kiarash F. (2012). The Impact of Knowledge Sharing on Organizational Commitment of Employees : Case Study of Iranian Manufacturing Companies. *Business, Pacific International, Review*, 5(2).
- Statistics Department of Malaysia. (2019). Department of Statistics Malaysia Press Release Monthly Manufacturing Statistics, Malaysia February 2019*, (DECEMBER 2019).
- Tangthong, S., Trimetsoontorn, J., & Rojniruntikul, N. (2014). HRM Practices and Employee Retention in Thailand—A Literature Review. *International Journal of Trade, Economics and Finance*, 5(2), 162–166.
- Terpstra D.E, & Honoree, A.L. (2003) The relative importance of external, internal, individual and procedural equity to pay satisfaction. *Compensation and Benefits Review*, 35(6), 67-74.
- Utusan Online. (2015). Cabaran Mengekalkan Pekerja Setia. *Utusan Malaysia*. Retrieved from <http://www.utusan.com.my/bisnes/ekonomi/cabaran-mengekalkan-pekerja-setia.1.87486>.
- Walsh, K., & Taylor, M. S. (2007). Developing in-house careers and retaining management talent: What hospitality professionals want from their jobs.
- Wan Shahrazad Wan Sulaiman, ., Muhamad Ariff Ibrahim, ., & Sukanthi Mariappa,. (2013). Peranan tingkah laku kewargaan sebagai mediator dalam hubungan antara komitmen organisasi dan prestasi tugas. *Journal of Psychology and Human Development*, 1(1), 29–35.

- Williams, M. L., McDaniel, M. A., & Nguyen, N. T. (2006). A meta-analysis of the antecedents and Consequences of pay level satisfaction. *Journal of Applied Psychology*, 91(2), 392–413.
- Witherspoon, C.L., Bergner, J., Cockrell, C. and Stone, D.N. (2013), "Antecedents of organizational knowledge sharing: a Meta-analysis and critique", *Journal of Knowledge Management*, Vol. 17 No. 2, pp. 250-277.
- Worrall, L, Cooper, C.L and Campbell-Jamison, F. (2000). The Impact of Organizational Change on the Public Sector Managers. *Personnel Reviews*, 29 (5): 613-636.
- Wruck, K. H. (2000). *Compensation, Incentives and Organizational Change: Ideas and evidence from theory and practise*. Boston: Harvard Business School Press.
- Xu, W. (2009). The study of the relationship between organizational justice and job satisfaction on Y-generation in Chinese IT industry. In *2009 1st International Conference on Information Science and Engineering, ICISE 2009* (pp. 4601–4604).
- Yahya, K. K., Johari, J., Adnan, Z., Isa, M. F. M., & Daud, Z. (2008). Faktor-faktor yang mempengaruhi komitmen dalam kalangan penjawat awam. *International Journal of Management Studies*, 15(Bumper Issue), 199– 223.