Employees' Perception and Organizational Commitment: A Study on the Banking Sector in Gaza, Palestine

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Abstract

This study was conducted to investigate the relationship between the perception of the employees of the banks in Gaza, Palestine and the impact of such a perception on their commitment to these banks. Precisely, this study wanted to examine the impact of perceived job satisfaction, perceived job characteristics, perceived organizational characteristics, and role perception on three dimensions of organizational commitment namely: "affective commitment, normative commitment, and continuance commitment". This study was a quantitative study where 200 questionnaires were distributed and only 127 were obtained and used for further analysis. The descriptive analysis results showed that in terms of employee commitment, the employees of the banks in Gaza were quite committed especially in the affective and continuous dimensions of commitment. They showed less commitment in the normative dimension. As for the employee perception, the employees of the banks in Gaza were quite satisfied especially in terms of their satisfaction towards the job. However, they were less satisfied in terms of the job characteristics. Moreover, the regression analysis results showed that perceived job satisfaction, perceived job characteristics, and perceived organizational characteristics were found to be positively and significantly correlated with affective commitment. Role perception was not found significantly correlated to affective commitment. The results also showed that only perceived job satisfaction was found to be significantly and positively correlated with continuous commitment. Other dimensions namely (perceived job characteristics, perceived organizational characteristics, and role perception) were not found significantly correlated with continuous commitment. Finally, only role perception and perceived organizational characteristics were found to have a significant positive correlation with normative commitment.

Key Words: Organizational commitment, employee perception, banking sector in Gaza

1.0 Introduction

In today competitive world, organizations cannot perform well unless the employees in such organizations are committed and work effectively in teams. It good to have faithful employees who do their job tasks independently; however, this is not enough. Employees nowadays have to work together in teams and have to prove that they are worth being part of these organizations. They also want to be part of a successful organization which provides a good income and good opportunities of growth and development to them.

The practice of the organizations with regards to their employees' commitment has been different if we compare the past to the present.

In the past, organizations secured the loyalty of their employees by guaranteeing job security. However, many organizations have practiced downsizing, restructuring and transformation as a response to competitive pressures. Hence, they created a less secure organization climate. Therefore, a growing number of employees feel that they are victims of broken promise. One of the challenges facing organizations involves maintaining employee commitment (Bergmann, Lester, De Meuse & Grahn, 2000). With no assurance of continued employment, workers have now raised their expectations in the other areas. For instance, managers expect employers to be committed to their companies in terms of pleasant working conditions, access to training and development, provision of safe working environment and a balance between work and employees commitment outside workplace.

According to Porter, Crampton, and Smit (1976), organizational commitment could be defined as the feelings and beliefs formed internally or as a set of intentions that enriches and employee's desire to remain with an organization and to accept its major goals and values.

Organizational commitment is conceptualized in three ways: affective commitment, normative commitment, and continuance commitment. Affective commitment is a sense of attachment and a feeling of belonging to the organization. Normative commitment is a feeling of obligation on the part of employees to maintain employement. Continuance commitment is an awareness of costs associated with leaving the organization or awareness of lack of alternatives (Hartmann & Bambacas, 2000; Tan & Akhtar, 1998).

According to an enormous number of studies on organizational commitment, it was found that there was a relationship between organizational commitment and attitudes and behaviours of employees in the workplace (Porter et al., 1974, 1976; Koch and Steers, 1978; Angle and Perry, 1981). Therefore, organizational commitment has an important role and place in the study of organizational behaviour. In addition, Batemen and Strasser (1984) state that *"the reasons for studying organizational commitment are related to cognitive constructs such as job satisfaction, characteristics of the employee's job, and role, such as responsibility"*.

In the literature, even though numerous studies have been produced on the area of organizational commitment, there has been lack of agreement on its definition (Meyer and Allen, 1991); because organizational commitment has been variably and extensively defined, measured and researched, and the concept, as a result, has been criticized for lack of correctness, giving rise to disagreement results from various studies. For example, Bateman and Strasser (1984,p.95) defined it as *"multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership"*.

Because organizational commitment has been studied in public, private, and non-profit sector, and more recently internationally, there was a lack of consensus over the definitions of organizational commitment. Meyer and Allen (1997) stated that there is no definition more 'correct' or universally accepted than the others.

In this connection, employees play an important role in achieving organization targets; therefore, analysis of their psychological characteristics and the impact of their perception on the organization commitment are crucial. Organization commitment, in particular, has been a major field of study in recent years.

Many studies have shown that organizational commitment has been related to positively to organizational outcomes, including job satisfaction, job characteristic, and organizational characteristic. Despite the importance of studying commitment, little research has been devoted to a depth study of the impact of employee perceived job satisfaction, job characteristic, organizational characteristic and role on organizational commitment. Thus, the present study attends to explore the Palestinian employee perceptions' on organizational commitment.

Little research with respect to organizational commitment such as affective, normative and continuance commitment has been conducted in the industrial, organizational, and occupational arena in Palestine. This researcher seeks to determine the extent to which hypothesized independent variables (job satisfaction, job characteristic, organizational characteristic and role) could explain affective, normative and continuance organizational commitment in the banking sector in Palestine.

The findings of previous studies also showed that the relationship between employees' job satisfaction, job characteristic, organizational characteristic and role and organizational commitment should not be generalized to other samples. They suggested that the use of other types of samples in future research may result in different findings. Therefore, this study seeks to explain the impact of employee perception on organizational commitment in the banking sector in Gaza, Palestine. More precisely, this study intends to answer the following questions:

1. How is the employees' perception towards their jobs in the banking sector in Gaza, Palestine?
2. How is organizational commitment of the employees of the banking sector in Gaza?
3. Is there any significant relationship between employee perception and organizational commitment?

2.0 Literature Review

Commitment is a force that binds an individual to a course of action that is of relevance to a particular target (Meyer & Herscovitch, 2001). According to Luchak & Gellatly (2007) affective commitment was positively associated with work efforts and performance. When affective commitment is low, absenteeism and turnover will be high (Paré & Tremblay, 2007).

Table 2.1 in the next page provides a set of definitions taken from the literature. As indicated by Meyer and Herscovitch (2001), all of these definitions refer to a force that directs a person's behavior.

Table1: Definition of Commitment

Definition	Author & Year
a stabilizing force that acts to maintain behavioural direction when expectancy/equity conditions are not met and do not function	(Scholl, 1981)
a force that stabilizes individual behavior under circumstances where the individual would otherwise be tempted to change that behaviour	(Brickman, 1987).
an obliging force which requires that the person honor the commitment, even in the face of fluctuating attitudes and whims"	(Brown, 1996)
the relative strength of an individual's identification with and involvement in a particular organization	(Mowday et al, 1979)
the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization	(O'Reilly & Chatman, 1986)
a psychological state that binds the individual to the organization"	(Allen & Meyer, 1990)

Source: Meyer and Herscovitch (2001)

The literature defines commitment as an employee's level of attachment to some aspect of work. Various authors have been instrumental in identifying types of employee commitment as critical constructs in understanding the attitudes and behaviors of employees in an organization. Meyer et.al. (2001) identify more than 25 employee commitment concepts and measures. The definition of employee commitment is based on an intrinsic exchange between the organization and employee as well as on emotional attachment between the employee and the organization. Bennett (2000) performed an exploratory study of employees at a retail bank undergoing structural and cultural change. He found that change can detach an employee from the organization and large scale change can reduce an employee's commitment to the company. If an organization focuses on the structural aspects of change alone by planning the technical aspects of the change and does not guide and support its personnel then there will be a lack of commitment on the part of the employees.

Three psychological bases for organizational attachment discussed by Bennett (2000) were compliance commitment, identification commitment and internalization commitment. Compliance commitment means the employee is committing to the organization because there are high monetary and social costs to leave the organization. Identification commitment is commitment base on an emotional bond with the organization and the person's desire to be affiliated with the organization.

Internalization commitment is internalized norms shared with the organizations goals, values and mission. When change affects the organization's core values employee's internalized organizational commitment will be eroded. Since internalized commitment can be associated with other behaviours key to the change process this can have serious implications to an organization (Bennett, 2000).

Four barriers in organizations that reduce employee commitment to the new process are personal relationship disruption, threat to one's status, desire to keep the status quo, and financial consequences. The results of the study by Bennett (2000) concluded that although sustained and fundamental change in an organization can dissolve internalized commitment, identification commitment was independent of an employee's experience with the organization. An employee's experience in an organization is based on how individuals perceive that other people view the organization. Compliance commitment also remained moderate to high during the time of change. If there are high costs to not complying or the organization has a strong and recognized corporate image then success is predicted for implementing and maintaining a new process.

The most central aspect of the change process is the role of employee commitment in initiating the change and maintaining any future or ongoing change programs (Bennett, 2000). However if employees do not see a clear benefit to the change their commitment to the process will diminish. And if top management does not present a full commitment to change then the process is surely doomed (Gill, 2003). In high tech companies innovation often fails when a top-down approach is taken without gaining commitment from employees. Employees at high tech companies may resist change by taking the attitude that if it "was not invented here" then we will not use it (Zell, 2001).

To overcome barriers to change organizations need to keep their employees committed to the change process. Committed employees exhibit greater job satisfaction, motivation and attendance as well as decreased amounts of turnover. Increasing employee's involvement in the change process can increase their understanding and decrease any personal uncertainty. However if the employees do not share the new value system of the organization then involvement in the change process will not restore internalized commitment. When there is a fundamental shift in corporate values that are not shared by its employees then ". . . intense periods of employee socialization. . ." are required (Bennett, 2000). The organization would have to rely on commitment based on identification commitment and/or compliance commitment.

2.1 Organizational Commitment

Meyer and Allen (1991) present these three approaches, as shown in Fig. 1, and define their three dimensional constructs as affective, continuance and normative commitment.
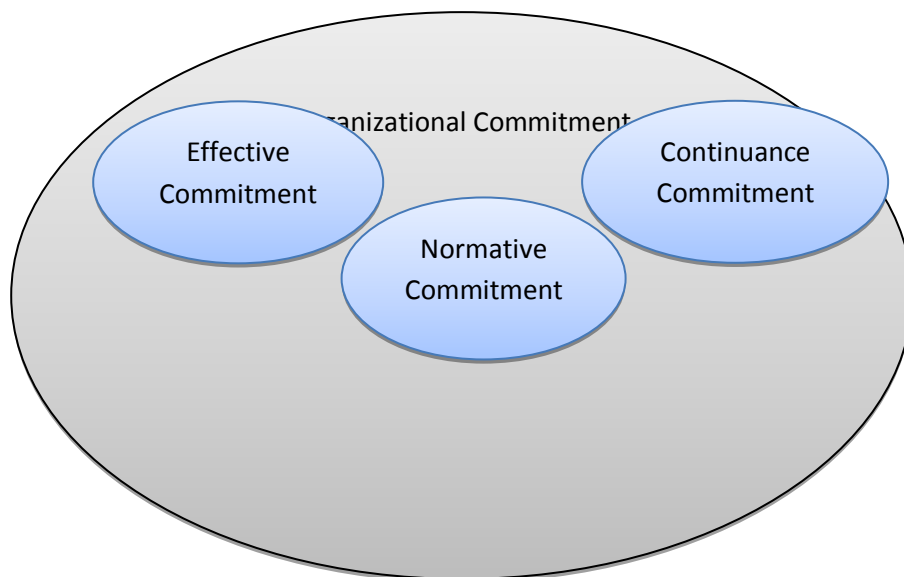

Figure1: Types of Employee Commitment / Adopted from Mayer and Allen (1991)

2.2 Affective Commitment

According to Mayer and Allen (1991) Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in, the organization based on positive feelings, or emotions, toward the organization. The antecedents for affective commitment include perceived job characteristics where is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interests, and perceived participatory management that mean extent to which employees feel they can influence decisions on the work environment and other issues of concern to them. The use of these antecedents is consistent with findings by researcher Rowden, (2002), that these factors all create rewarding situations, intrinsically conducive to the development of affective commitment. In addition, age and organizational tenure are considered to be positively associated with affective commitment. It is hypothesized that employees with low affective commitment will choose to leave an organization, while employees with a high affective commitment will stay for longer periods, as they believe in the organization and its mission.

2.3 Continuance commitment

Continuance commitment refers to commitment based on the costs that the employee associates with leaving the organization (due to the high cost of leaving). Potential antecedents of continuance commitment include age, tenure, career satisfaction and intent to leave. Age and tenure can function as predictors of continuance commitment, primarily because of their roles as surrogate measures of investment in the organization (Mayer and Allen, 1997).

Tenure can be indicative of non-transferable investments that mean close working relationship with coworkers, retirement investments, career investments and skills unique to the particular organization. Age can also be negatively related to the number of available alternative job opportunities. Career satisfaction provides a more direct measure of career related investments, which could be at risk if the individual leaves the organization. In general, whatever employees perceive as sunk cost, resulting from leaving the organization, are the antecedents of continuance commitment.

2.4 Normative commitment

Normative commitment refers to an employee's feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization. The potential antecedents for normative commitment include co-worker commitment where it including affective and normative dimensions, as well as commitment behaviors, organizational dependability and participatory management. Co-workers' commitment is expected to provide normative signals that influence the development of normative commitment (Commerias and Fournier, 2002). Organizational dependability and perceived participatory management are expected to instil a sense of moral obligation to reciprocate to the organization.

2.5 Job characteristics

Job characteristics are affection factors that influence employees' intrinsic work motivation by the achievement of critical psychological states (Hackman & Lawler, 1971; Hackman & Oldham, 1976).

As shown in many studies (Bhuian, Al-Shammari & Jerfro, 2001; Bhuian & Menguc, 2002; Erbacher, D'Netto, & Espafia, 2006, and Selmer & Leung, 2003), job characteristics and job satisfaction are very important factors that influence employees' commitment to their organization.

To the extent that a job is structured to provide regular feedback and autonomy as well as a sense of task completion, employees can monitor their own behaviour and gain an increased sense of personal control (Greenberger & Strasser, 1986). Personal control is an individual's belief that he or she can effect a change in a desired direction. According to Lawler (1992), an increase in perceived control strengthens emotional bonds with an organization. A heightened sense of personal control thus has positive consequences for employee attitudes and behaviours at work.

Research has shown that employees engage in higher levels of citizenship behaviour when they have the opportunity to work on intrinsically satisfying tasks. However, citizenship levels (commitment) are likely to be markedly lower when employees are given repetitive, highly reutilized tasks to complete.

In addition, bureaucratic rules and procedures that overly constrain workers may serve to inhibit acts of citizenship (Bolino & Turnley, 2003). Motivating job characteristics such as meaningful work, autonomy and feedback maximize the possibility for internal motivation. According to Jernigan, Beggs and Kohut (2002), satisfaction with autonomy (perceived independence), status (sense of importance) and policies (satisfaction with organizational demands) are all significant predictors of commitment. Thus, specific characteristics of a job can increase an employee's sense of felt responsibility, and subsequently, the sense of attachment to the project organization. Understanding how one's job contributes to interdependent outcomes enhances feelings of embeddedness and accountability. Similarly, awareness of outcomes (feedback) can lead to a strong feeling of mutual responsibility. A job that allows a high degree of autonomy and the absence of close supervision suggests a situation characterised by trust. Hence the freedom associated with autonomy and low monitoring is balanced by the reciprocal response of responsibility and commitment.

2.6 Career Commitment

Career commitment refers to identification with, and involvement in, one's occupation. Much literature refers to similar or related concepts: occupational commitment (Mello et.al, 2002) professional commitment (Herscovitch and Meyer's 2002), career salience (Adler and Corson, 2003) the cosmopolitan/local distinction (Hope, 2003) and professionalism (Cacioppe, 2000). Common to all these is the critical notion of being committed to one's career, or occupation, rather than to the organization which employs one.
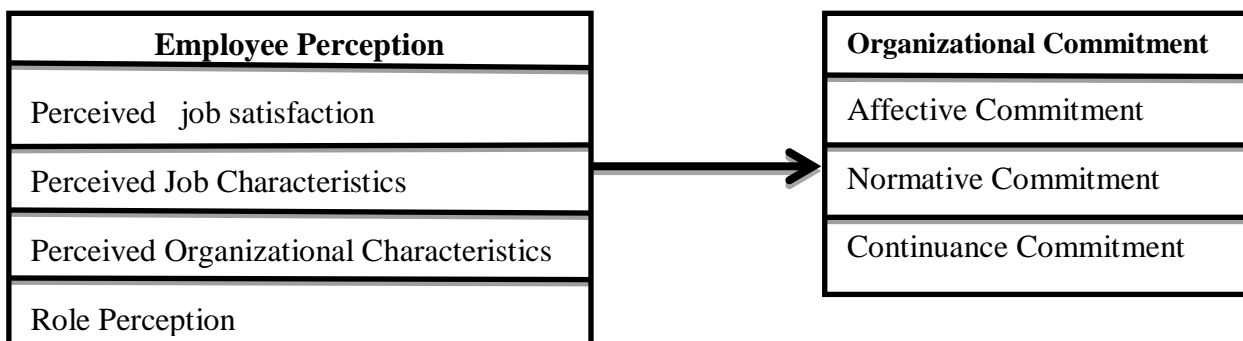
2.7 Work Commitment

Work commitment refers neither to the organization nor to one's career, but to employment itself (Bard, 2002). Persons committed to work hold a strong sense of duty towards their work, and place intrinsic value on work as a central life interest (Saros & Santora, 2001). This form of commitment relates terms like work motivation, job involvement (Herscovitch & Meyer, 2002), work as a central life interest (Rowden, 2003) and work involvement (Hope, 2003). Although work commitment is expected to be related to organizational commitment and career commitment, literature (Mowday, 1998) shows it to be empirically distinct from these two forms of commitment.

2.8 Employee Job Satisfaction

Job satisfaction has been defined by Locke (1976) as an emotional state resulting from job experiences with the result that a worker feels positively or negatively about his or her job. Robbins and Coulter (1996) stated that job satisfaction is about the general attitude of employees toward their jobs. Employees' attitudes are likely to reflect their job satisfaction. Job satisfaction can be conceptualized in different ways, such as extrinsic (for example, compensation and job security), intrinsic (for example, advancement), or general satisfaction (for example, an aggregation of satisfaction with various job facets) (Bhuian, Al-Shammari, & Jefri, 1996).

2.9 Theatrical Research Framework

Employee Perception	Organizational Commitment
Perceived job satisfaction	Affective Commitment
Perceived Job Characteristics	Normative Commitment
Perceived Organizational Characteristics	Continuance Commitment
Role Perception	

Based on the theoretical framework above, the following hypotheses were generated.

H1: Employee perception has significant influence on organizational commitment.
H1a: Perceived   job satisfaction has significant influence on affective commitment.
H1b: Perceived   job satisfaction has significant influence on affective commitment.
H1c: Perceived   job characteristics have significant influence on affective commitment.

H1d: Perceived organizational characteristics have significant influence on affective commitment.

H1e: Role perception has significant influence on affective commitment.

H1f: Perceived   job satisfaction has significant influence on normative commitment.

H1g: Perceived   job satisfaction has significant influence on normative commitment.

H1h: Perceived   job characteristics have significant influence on normative commitment.

H1i: Perceived   organizational characteristics have significant influence on normative commitment.

H1j: Role perception has significant influence on normative commitment.

H1k: Perceived   job satisfaction has significant influence on continuance commitment.

H1l: Perceived   job satisfaction has significant influence on continuance commitment.

H1m: Perceived   job characteristics have significant influence on continuance commitment.

H1n: Perceived   organizational characteristics have significant influence on continuance commitment.

H1o: Role perception has significant influence on continuance commitment.

3.0 Methodology

This study is a quantitative research design. The researcher used a questionnaire to collect the data needed to achieve the above mentioned objectives. Two hundred questionnaires were distributed, but only 127 were obtained and used for further analysis. The data was analysed using the Statistical Package for the Social Sciences (SPSS) software to ensure that the relevant issues are examined comprehensively. Both simple and advanced statistical tools and methods were used whenever appropriate for analyzing the relationship among the variables in the current research model. Descriptive analysis**,** factor analysis, reliability analysis, and regression analysis were all used to answer the above-mentioned study questions.

4.1 Results

4.1.1 Profile of Respondents

Out of the total 200 questionnaires distributed, only 130 questionnaires were returned. Out of the 130 collected, three questionnaires were either incomplete or the answers were found to be unreliable, leaving a remaining 127 questionnaires that were retained for further data analysis, thereby giving a response rate of 63.5%. Table 4.1 presents the demographic profile of the respondents. The sample is made up of 55.9% male and 44.1% female. Most of the respondents aged below 30 years old with a percentage of 55.1%. Regarding marital status, single and married categories are most common among respondents, with only 1.6 percent being either divorced or widowed. Majority were highly educated, having a basic degree (65.4%). In terms of length of service, most of the respondents had less than 5 years service with the organization (46.5).

4.1.2 Goodness of Measures

For goodness of measure factor analysis and reliability analysis were performed on the independent variables and dependent variables based on Hair et al. (1998) and Sekaran (2003).

4.1.3 Factor Analysis for Commitment

A principal component factor analysis with Varimax rotation was run to validate the measurements items on the employees' commitment. 26 items were used to measure the dependent variable; results are shown in table 4.2. Results show that dependent variable (commitment) is comprised of three factors with a total variance of 72%. The Bartlett's test of sphericity indicated significance of overall correlations within the correlation matrix. The KMO measures of sampling adequacy stood at .828. Table 4.2 summarized factor loadings and cross factor loadings with other factors of items that were extracted from the rotated component matrix. The main variables of this study were reliable. Table 4.1 below shows the cronbach alpha values for the dependent variables of the study

Table 2: Reliability Analysis for Main Variables of the study

Variable	Number of items retained	Cronbach Alpha
Affective Commitment	8	.912
Continuous Commitment	9	.830
Normative Commitment	5	.942
Perceived Job Satisfaction	14	.908
Perceived Job Characteristics	8	.908
Role Perception	11	.876

The descriptive analysis was conducted in subsequent to the validation and reliability processes to ascertain the mean scores and standard deviations for the variables.

The descriptive analysis for employees' perception was conducted in this study. Similar to dependent variables, all the independent variables are measured based on 7-point Likert scale. From the results, it was found that all variables were more on the right scale on the 7-point Likert scale. The mean value indicates the high value for all dependent variables, ranging from 5.31 to 6.01 respectively from perceived job characteristics to perceived job satisfaction.

4.1.4 Hypothesis Testing

Hypothesis 1 (H1.1, H1.2, H1.3 and H1.4) predicts that there is a positive and significant relationship between four dimensions of employees perception (perceived job satisfaction, perceived job characteristics, role perception, and perceived organizational characteristics) and affective commitment.

Table 3: Multiple Regression Result: The Relationship between Employees Perception and Affective Commitment.

	Dependent variable Affective Commitment Sig.
Independent variables	
Perceived Job Satisfaction	0.050
Perceived Job Characteristics	0.062
Role Perception	0.133
Perceived Organizational Characteristics	0.016
F value	4.704***
Durbin Watson	1.799
R^2	0.134
Adjusted R^2	0.105

Note: *p<.10, **p<.05, ***p<.00

Form Table 3, the result of regression equation testing of the four dimensions of perceived job satisfaction, perceived job characteristics, role perception, and perceived organizational characteristics shows that the variables jointly explained 13 percent of the total variance of affective commitment. Three dimensions of employee perceptions were found to be positively and significantly related to affective commitment, which is perceived job satisfaction, perceived job characteristics and perceived organizational characteristics. Thus, hypothesis 1.1 (there is a positive and significant relationship between perceived job satisfaction and affective commitment) hypothesis 1.2 (there is a positive and significant relationship between perceived job characteristics and affective commitment) and hypothesis 1.4 (there is a positive and significant relationship between perceived organizational characteristics and affective commitment were supported, while hypothesis 1.3 (there is a positive and significant relationship between there is a positive and significant relationship between role perception and affective commitment) was not supported.

4.4.5 Test of hypothesis two

Hypothesis 2 (H2.1, H2.2, H2.3 and H2.4) predicts that there is a positive and significant relationship between four dimensions of employees perception (perceived job satisfaction, perceived job characteristics, role perception, and perceived organizational characteristics) and continuous commitment.

Table 4: Multiple Regression Result: The Relationship between Employees Perception and Continuous Commitment.

	Dependent variable Continuous Commitment Sig.
Independent variables	
Perceived Job Satisfaction	0.012
Perceived Job Characteristics	0.555
Role Perception	0.276
Perceived Organizational Characteristics	0.512
F value	2.305*
Durbin Watson	1.421
R^2	0.070
Adjusted R^2	0.040

Note: *p<.10, **p<.05, ***p<.00

Form Table 4, the result of regression equation testing of the four dimensions of perceived job satisfaction, perceived job characteristics, role perception, and perceived organizational characteristics shows that the variables jointly explained 7 percent of the total variance of continuous commitment. Only one dimension of employee perceptions were found to be positively and significantly related to continuous commitment, which is perceived job satisfaction. Thus, hypothesis 2.1 (there is a positive and significant relationship between perceived job satisfaction and continuous commitment) was supported, while hypothesis 2.2 (there is a positive and significant relationship between perceived job characteristics and continuous commitment), hypothesis 2.3 (there is a positive and significant relationship between there is a positive and significant relationship between role perception and continuous commitment), and hypothesis 2.4 (there is a positive and significant relationship between perceived organizational characteristics and continuous commitment) were not supported.

4.1.6 Test of hypothesis three

Hypothesis 3 (H3.1, H3.2, H3.3 and H3.4) predicts that there is a positive and significant relationship between four dimensions of employees perception (perceived job satisfaction, perceived job characteristics, role perception, and perceived organizational characteristics) and normative commitment.

Table 5: Multiple Regression Result: The Relationship between Employees Perception and Normative Commitment.

	Dependent variable Normative Commitment Sig.
Independent variables	
Perceived Job Satisfaction	0.267
Perceived Job Characteristics	0.135
Role Perception	0.062
Perceived Organizational Characteristics	0.031
F value	2.816**
Durbin Watson	1.901
R^2	0.085
Adjusted R^2	0.055

Note: *p<.10, **p<.05, ***p<.00

Form Table 5, the result of regression equation testing of the four dimensions of perceived job satisfaction, perceived job characteristics, role perception, and perceived organizational characteristics shows that the variables jointly explained 8 percent of the total variance of normative commitment. Two dimensions of employee perceptions were found to be positively and significantly related to normative commitment, which is role perception and perceived organizational characteristics.

Thus, hypothesis 3.3 (there is a positive and significant relationship between there is a positive and significant relationship between role perception and normative commitment), hypothesis 3.4 (there is a positive and significant relationship between perceived organizational characteristics and normative commitment) were supported, while hypothesis 3.1 (there is a positive and significant relationship between perceived job satisfaction and normative commitment) and hypothesis 3.2 (there is a positive and significant relationship between perceived job characteristics and normative commitment) and were supported, was not supported.

4.1.7 Test of hypothesis four

Hypothesis 3 (H4.1, H4.2, H4.3 and H4.4) predicts that there is a positive and significant relationship between four dimensions of employees perception (perceived job satisfaction, perceived job characteristics, role perception, and perceived organizational characteristics) and overall commitment.

Table 6: Multiple Regression Result: The Relationship between Employees Perception and Overall Commitment.

	Dependent variable Overall Commitment Sig.
Independent variables	
Perceived Job Satisfaction	0.397
Perceived Job Characteristics	0.715
Role Perception	0.847
Perceived Organizational Characteristics	0.013
F value	2.127*
Durbin Watson	1.888
R^2	0.065
Adjusted R^2	0.035

Note: *$p<.10$, **$p<.05$, ***$p<.00$

Form Table 6, the result of regression equation testing of the four dimensions of perceived job satisfaction, perceived job characteristics, role perception, and perceived organizational characteristics shows that the variables jointly explained 6 percent of the total variance of overall commitment. Only dimensions of employee perceptions were found to be positively and significantly related to overall commitment, which is perceived organizational characteristics. Thus, hypothesis 4.4 (there is a positive and significant relationship between perceived organizational characteristics and overall commitment) were supported, while hypothesis 4.1 (there is a positive and significant relationship between perceived job satisfaction and overall commitment), hypothesis 4.2 (there is a positive and significant relationship between perceived job characteristics and overall commitment) hypothesis 4.3 (there is a positive and significant relationship between there is a positive and significant relationship between role perception and overall commitment) were not supported. Table 7 below shows the summary of the hypotheses results.

Table 7: Summary of Hypotheses Results

Hypothesis	Description	Results
H1	*H1:* Employees perception has significant influence on affective commitment.	Partially Accepted
	H1.1: Perceived job satisfaction has significant influence on affective commitment.	Accepted
	H1.2: Perceived job characteristics have significant influence on commitment.	Accepted
	H1.3: Role perception has significant influence on affective commitment.	Rejected
	H1.4: Perceived organizational characteristics have significant influence on affective commitment.	Accepted
H2	*H2:* Employees perception has significant influence on continuous commitment.	Partially Accepted
	H2.1: Perceived job satisfaction has significant influence on continuous commitment.	Accepted
	H2.2: Perceived job characteristics has significant influence on continuous commitment.	Rejected
	H2.3: Role perception has significant influence on continuous commitment.	Rejected
	H2.4: Perceived organizational characteristics have significant influence on continuous commitment.	Rejected
H3	*H3:* Employees perception has significant influence on normative commitment.	Partially Accepted
	H3.1: Perceived job satisfaction has significant influence on normative commitment.	Rejected
	H3.2: Perceived job characteristics have significant influence on normative commitment.	Rejected
	H3.3: Role perception has significant influence on normative commitment.	Accepted
	H3.4: Perceived organizational characteristics has significant influence on normative commitment.	Accepted
H4	*H4:* Employees perception has significant influence on overall commitment.	Partially Accepted
	H4.1: Perceived job satisfaction has significant influence on overall commitment.	Rejected
	H4.2: Perceived job characteristics has significant influence on overall commitment.	Rejected
	H4.3: Role perception has significant influence on overall commitment.	Rejected
	H4.4: Perceived organizational characteristics have significant influence on overall commitment.	Accepted

5.0 Discussion and Conclusion

This study was meant to examine the impact of employee perception on their commitment. More specifically, the study wanted to find out whether (a) there is a relationship between the different dimensions of employee perceptions namely (role perception, perceived organizational characteristics, perceived job satisfaction, perceived job characteristics) and three dimensions of organizational commitment namely (affective, normative, and continuous). In this study, 127 questionnaires were obtained and used for further analysis.

The results showed that the employees of the banks in Gaza were quite committed especially in the affective and continuous dimensions of commitment. They showed less commitment in the normative dimension. As for the employee perception, the employees of the banks in Gaza were quite satisfied especially in terms of their satisfaction towards the job. However, they were less satisfied in terms of the job characteristics. Moreover, the results showed that perceived job characteristics and perceived organizational characteristics were found to be positively and significantly correlated with affective commitment. Role perception; however, was not found significantly correlated with affective commitment. The results also showed that only perceived job satisfaction was found to be significantly and positively correlated with continuous commitment. Other dimensions namely (perceived job characteristics, perceived organizational characteristics, and role perception) were not found significantly correlated with continuous commitment. Finally, only role perception and perceived organizational characteristics were found to have a significant positive correlation with normative commitment.

This study is very important to the banking sector in Gaza as it contributes to an understanding of the impact of employee perception on the organizational commitment. This study has been the first study conducted in this field in Gaza, Palestine. According to the descriptive analysis results, the employees of the banks in Gaza were quite committed especially in the affective and continuous dimensions of commitment. This is an expected result as to the employees of Gaza, the job could be the only source income. To many of them, the job means life to them and their family and missing the job means being threatened to have a very miserable life. This would normally make such employees committed to their jobs and would make them do everything they can to maintain it. The same reason could be the reason why such employees had lower normative commitment.

The employees of the banks in Gaza showed less commitment in the normative dimension. According to Meyer and Allen (1991), normative commitment means that an employee stays in organization because he/she ought to stay. The employees of the banks in Gaza not only ought to stay, but they actually must stay in these banks to survive.

Employees Perception and Affective Commitment

The results of multiple regression showed that employees' perception is positively related to affective commitment. Specifically, this study found that three dimensions of employee perceptions were found to be positively and significantly related to affective commitment, which is perceived job satisfaction, perceived job characteristics and perceived organizational characteristics. The results also indicated that the effect of perceived organizational characteristics is higher than perceived job satisfaction and perceived job characteristics. In addition, this study did not find a significant relationship between role perception and affective commitment.

5.1 Employees Perception and Continuous Commitment

The results of multiple regression showed that employees' perception is partially related to continuous commitment. This study found that among four dimensions of employee perceptions only perceived job satisfaction has a significant relationship with continuous commitment. There was not a significant relationship between perceived job characteristics role perception, perceived organizational characteristics and continuous commitment.

5.2 Employees Perception and Normative Commitment

The results of multiple regression showed that employees' perception is partially related to normative commitment. Specifically, this study found that two dimensions of employee perceptions are positively and significantly related to normative commitment, which is role perception and perceived organizational characteristics. The results also indicated that the effect of perceived organizational characteristics on normative commitment is higher than role perception. In addition, this study did not find a significant relationship between perceived job satisfaction, perceived job characteristics and normative commitment.

5.3 Implications of Study

This study is claimed to be the first study to be conducted in Gaza, Palestine. Therefore, it is believed to be important for both researchers and bank managers. This is due to the fact that the banking sector is one of the important sectors in Gaza, especially when other sectors such as the manufacturing have almost stopped functioning due to the siege imposed by the Israeli Occupation Forces (IOF) since 2006.

The results of this study have contributed to the body of knowledge in the field employee perception and organizational commitment in the banking sector in Gaza, Palestine. Theoretically speaking, the results showed a positive and significant relationship between employee perception and organizational commitment. The results also indicated that the employees are not that satisfied with regards to their job characteristics.

There are few practical indications that we can draw from this study. First, the management of banks in Gaza in particular and in Palestine in general should try their level best to increase the commitment level of the employees to their banks. The managers of the banks in Gaza could benefit from this study by implementing compensation plans so that they can improve the image of the banks (working place) to their employees.

5.4 Future Research

Firstly, future work can overcome limitations of the present study in terms of number of respondents and focusing on the whole country that will help in generalizing the findings of the study.
Secondly, future research can look for other moderating and mediating variables that can affect the relationship between employees' perception and organizational commitment.

5.5 Conclusion

The purpose of this study was to investigate the relationship between employees' perception and organizational commitment. Based on responses from 127 respondents, it is shown that there is a positive relationship between three dimensions of employees' perception including perceived job satisfaction, perceived job characteristics and perceived organizational characteristics and affective commitment. Moreover, the results found that among four dimensions of employee perceptions only perceived job satisfaction has a significant relationship with continuous commitment. In addition, the results indicated that two dimensions of employee perceptions are positively and significantly related to normative commitment, which is role perception and perceived organizational characteristics.

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