



**ST. MARY'S UNIVERSITY COLLEGE**

**SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF JOB SATISFACTION ON EMPLOYEES'  
ORGANIZATIONAL COMMITMENT; IN THE CASE OF ADDIS KETEMA  
SUB-CITY TEN WOREDAS LABOR AND SOCIAL AFFAIRS SERVICE  
OFFICE**

*BY*

**MESAY MEKU W/MARIYAM**

**ID No. SGS/0279/2011A**

**MAY, 2021**

**ADDIS ABEBA, ETHIOPIA**

**THE EFFECT OF JOB SATISFACTION ON EMPLOYEES’  
ORGANIZATIONAL COMMITMENT; IN THE CASE OF ADDIS KETEMA  
SUB-CITY TEN WOREDAS LABOR AND SOCIAL AFFAIRS SERVICE  
OFFICE**

*BY*

**MESAY MEKU W/MARIYAM**

*A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF  
ST. MARY’S UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIRMENT  
FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION*

**MAY, 2021**

**ADDIS ABEBA, ETHIOPIA**

**ST. MARY’S UNIVERSITY COLLEGE**

**SCHOOL OF GRADUATE STUDIES**

**FACULTY OF BUSINESS**

**THE EFFECT OF JOB SATISFACTION ON EMPLOYEES’  
ORGANIZATIONAL COMMITMENT; IN THE CASE OF ADDIS KETEMA  
SUB-CITY TEN WOREDAS LABOR AND SOCIAL AFFAIRS SERVICE  
OFFICE**

*BY*

**MESAY MEKU W/MARIYAM**

**APPROVED BY BOARD OF EXAMINERS**

\_\_\_\_\_  
Dean, Graduate Studies

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Advisor

\_\_\_\_\_  
Signature

\_\_\_\_\_  
External Examiner

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Internal Examiner

\_\_\_\_\_  
Signature

## **Declaration**

I hereby declare that this entitled “The effect of job satisfaction on employees’ organizational commitment; In the case of Addis Ketema Sub-City ten woredas labor and social affairs service office” has been carried out by me under the guidance and supervision of Temesgen Belayneh (PhD).

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

---

Name

St. Mary's University College, Addis Ababa

---

Signature

May 2021

## **ENDORSEMENT**

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

---

Advisor

---

Signature

St. Mary's University College, Addis Ababa

May, 2021

## Table of contents

Table contents	Pages
List of Abbreviations.....	IX
List of tables.....	X
List of figure.....	X
<i>Abstract</i> .....	XI
CHAPTER ONE.....	1
1. Introduction.....	1
1.1 Background of the study.....	1
1.2. Statement of the problem.....	3
1.3 Research questions.....	4
1.3 Objectives of the Study.....	4
1.3.1. General objective.....	4
1.3.2 Specific Objectives.....	5
1.4. Hypotheses.....	5
1.5. Scope of the Study.....	6
1.6. Significance of the Study.....	6
1.7. Operational Definition of terms.....	7
1.9. Organization of the Study.....	7
2. REVIEW OF RELATED LITRATURE.....	8
2.1. Theoretical Reviews of job satisfaction and Organizational Commitment.....	8
2.1.1 Job satisfaction.....	10
2.1.2. Organizational Commitment.....	19
2.1.3. Job Satisfaction and Organization Commitment.....	25

2.2. The empirical review on job satisfaction and organizational commitment .....	27
2.2.1 Job satisfaction.....	27
2.2.2. Organizational commitment.....	28
2.2.3 The Effect of Job satisfaction on Organizational Commitment .....	28
2.3. Conceptual Framework.....	33
Figure 2.1 the conceptual framework developed by the researcher for this study. ....	33
CHAPTER THREE.....	34
3. Research Methodology.....	34
3.1. The study area.....	34
3.2. Design of the Study.....	34
3.3. Sources of Data.....	34
3.4. Population .....	35
Table3.1. Population and Samples from each Woredas .....	36
3.7. Variables in the study .....	37
3.7.1. Dependent variables.....	37
3.7.2. Independent variables .....	37
3.8. Data gathering instruments. ....	37
3.9. Reliability test.....	38
Table: 3.2 Reliability table.....	38
3.10. Data Analysis Techniques .....	38
CHAPTER FOUR .....	39
4. Data presentation, Analysis and Interpretation .....	39
4.2. Demographic characteristics of sample population .....	39
Table 4.1 Background characteristics of sample population .....	39
4.3. Descriptive results of variables.....	41

Table 4.2 Descriptive results of variables.....	41
4.4. Correlation between Commitment and its Drivers (Intrinsic & Extrinsic).....	41
Table: 4.3. Correlations .....	41
4.5 Tests of Assumptions of Regression Analysis.....	42
4.5.1 Multi Collinearity.....	43
Table 4.4. Test of Multi Collinearity .....	43
4.5.2 Linear regression analysis .....	43
4.5.3 Normality .....	44
4.6. Multiple Regression Analysis.....	44
Table 4.5. Model Summary for dependent variable Commitment .....	45
4.7 Coefficients for dependent variable Commitment.....	45
Table 4.6. Coefficients for dependent variable Commitment.....	46
4.8. Discussion of results .....	48
5. Summary of major findings, Conclusion and Recommendation.....	50
5.1 Summary of major findings .....	50
5.2. Conclusion .....	51
5.3 Recommendation .....	52
References .....	I
APPENDIX 1 .....	VIII



## **Acknowledgments**

First and foremost I would like to thank God for giving me the strength to go through this. The study was done with a support and efforts of lots of persons. I would like to express my gratitude and appreciation for the support and contribution of everyone who assisted me during this thesis. I like to offer my thanks to my Advisor, Temesgen Belayneh (PhD), for his guidance and fast responses for my queries. Special thanks go to my beloved family they had been with me with their endless support with finance and advice. I express gratitude to my best friends Abdo Shikur and Melese Beredo, for offering support while I worked on this research.

## **List of Abbreviations**

AC	Affective commitment
CC	Continuance Commitment
NC	Normative Commitment
MA	Masters of Art
MSC	Masters of Science
MSQ	Minnesota Satisfaction Questionnaire
VIF	Variance of Inflation Factor
OCQ	Organizational Commitment Questionnaire
SPSS	Statistical Package for Social Science

## **List of tables**

<u>Table: 3.1. Population and Samples from each Woredas</u> .....	36
<u>Table: 3.2 Reliability table</u> .....	38
<u>Table: 4.1 Background characteristics of sample population</u> .....	39
<u>Table: 4.2 Descriptive results of variables</u> .....	41
<u>Table: 4.3. Correlations</u> .....	41
<u>Table: 4.4. Test of Multi Collinearity</u> .....	43
<u>Table: 4.5. Model Summary for dependent variable Commitment</u> .....	45
<u>Table: 4.6. Coefficients for dependent variable Commitment</u> .....	46

## **List of figure**

<u>Figure 2.1 the conceptual framework developed by the researcher for this study.</u> .....	33
--	----

## ***Abstract***

*The general objective of this study was to assess the effect of intrinsic and extrinsic job satisfaction on employees' organizational commitment in Addis Ketema Sub City Ten Woredas labor and social affairs service office. Therefore, this study was deemed to fill the gaps by identifying and assessing the effects of job satisfaction on organizational commitment, and shed light on competent employees that affect their performance and productivity. The study was conducted at Addis Ketema sub-city ten woredas at Addis Ababa city administration. This study was descriptive and explanatory research. Addis Ketema Sub City Ten Woredas Labor and social affairs service office employees were taken as the overall population of the study. The sample size of this study is 78(80.4% of target population). Stratified sampling technique was used to select the sampled employees from each stratum/woredas. Close ended questionnaires were used as instrument of data collection tools. The collected data was encoded and analyzed using Statistical Package for Social Science (SPSS) computer software program version 20. From the correlation analysis intrinsic job satisfaction has the highest correlation with continuance commitment,  $r=0.767$  and the extrinsic job satisfaction has also the highest correlation with continuance commitment with  $r=0.438$ . This implies that the analysis demonstrates a positive and significant effect of job satisfaction on each level of organizational commitment. Intrinsic job satisfaction is the most significant predictors of organizational commitment in all levels at  $p<0.05$  than extrinsic job satisfaction. Thus, the value of organizational commitment increases with every change of intrinsic job satisfaction in each Beta coefficient. In the context of Addis ketema subcity ten woredas labor and social affairs service office both intrinsic and extrinsic job satisfaction should be developed for the attainment of good commitment.*

***Key words: -Extrinsic Job Satisfaction Factors, Intrinsic Job Satisfaction Factors, Job satisfaction and Organizational commitment.***

# CHAPTER ONE

## 1. Introduction

### 1.1 Background of the study

Human resource is an essential asset of any organization because humans are the resource, which gets skill and experience with the passage of time. Therefore, human resource is very important to achieve organizational goals. Human resource department is constructed to deal affairs that are related with the employees of the organization.

It is an imperative for the organization to have the commitment of employees. Organizational commitment and job satisfaction both related with the profitability and competitive position of organization in the market. Commitment towards organization is also defined as the employees' positive attitude toward the work in the organization and their readiness to do work for their organization (Mowday et al.). Employee's behavior has the positive relation with the organizational commitment, if employees are committed with their organization, it will reduce the absenteeism and turnover (Igarria & Greenhaus). Organizational commitment is a comparative power of a person recognition with and participation in a peculiar administration.

There are a lot of definitions of job satisfaction given by different previous researchers. It was found in the paper of Bidisha Lahkar Das and Mukulesh Barua (2013) that job satisfaction is any combination of psychological, physiological and environmental circumstances, which cause a person truthfully, satisfied with his/her job. And also Swarnalatha & Sureshkrishna (2012) said that job satisfaction can be viewed as an emotional state; positive in connotation which is because of the goodness emanating from the job the individual is doing with. Similarly, Feldman & Arnold (2013) have stated job satisfaction as, "the amount of overall positive affect (or feelings) that individuals have towards their jobs". Davis (2014) assured that job satisfaction is a combination of positive and negative feelings that workers have towards their work. The model of Hulin (1985) proposed that job satisfaction is the function of the balance between work role inputs (e.g., education, time and effort) and the work role outputs (e.g., pay, status, working conditions, wages, fringe benefits, task importance, and intrinsic aspects) of the job. Spector (1997) is also forwarded job satisfaction in terms of

how people feel about their jobs and different aspects of their jobs. This idea is repeated by Kumar Navdeep & Garg Pankaj (2010) job satisfaction as an affective or emotional response towards various aspects of an employee's work. They support the view of Spector. It is an attitudinal variable that illustrates how individuals experience about their job. Hulin & Judge (2003) noted that job satisfaction means multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components.

From the definitions, we found three key dimensions of Job satisfaction. Firstly, job satisfaction is an emotional response to a job situation. As such, it cannot be seen; however, it can only be inferred. Secondly, job satisfaction is often determined by how well outcomes meet or exceed expectations and thirdly, job satisfaction represents several related attitudes. Therefore, job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs (Al Zubi, 2016).

Job satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates. Higher levels of job satisfaction can positively affect organizational commitment, and negatively affect turnover intention (Christina, 2012).

Addis ketema Sub City has made different efforts to increase job satisfaction of employees by making need assessments. But there are no studies made on the area to effect of job satisfaction on organizational commitment of employees. The main purpose of the study is, therefore identifying and assessing the effects of job satisfaction on organizational commitment, and shade light on competent employees that affect their performance and productivity. With this in mind, it was important to study the level of Addis Ketema Sub City Ten Woredas labor and social affairs service office employee's organizational commitment, and the effects of job satisfaction that determine organizational commitment. Thus the purpose of this study is to fulfill the existing research gap.

## **1.2. Statement of the problem**

According to Ukaegbu (2000) employees working in a depressed economy the extrinsic working conditions such as salary, promotion opportunity, fringe benefits, co-worker's relationship and adequate management are stronger predictors of employee commitment than will intrinsic factors such as a challenging job and participation in decision-making in the organization.

There are numerous investigations that have studied the relationship between organizational commitment and job satisfaction (Curry, 1999). Predominant view is that job satisfaction is an antecedent to organizational commitment (Lincoln & Kalleberg, 1990; Mowday; Porter, & Steers, 1982; Mueller, Boyer, Price, & Iverson, 1994; Williams & Hazer, 1986). There is also some support for the reverse causal ordering, organizational commitment as an antecedent to job satisfaction (Vandenberg & Lance, 1992).

It is undeniable that human resource with high organizational commitment contributes toward ensuring organizational productivity and growth, profitability and development in a country. (Jasmine S., (2010). To retain a satisfied work force that is committed to its organization the management needs to focus on creating and maintaining a suitable and conducive working condition (Ukaegbu, 2000).

According to Ayenew (2010), it is observed that there is a rapid movement of workers from one organization to another and there are also large numbers of employees who are working for more than one organization at the same time. With the current living condition in the country, when the price of food items, house rent and other materials required for living has skyrocketed, it is argued that employees are focusing on earning more and looking for organizations which pay better and more satisfied.

The subject of organizational commitment is one of the most important issues to be addressed when it comes to the employees of Addis Ketema Sub City ten Woredas Labor and Social affairs service office. The problem of this study lies in the lack of clarity and awareness in the front of employees about the important of job satisfaction

and its relation on their productivity, performance and their loyalty. Despite the importance of job satisfaction on organizational commitment, however, many organizations do not pay sufficient attention to this issue due to the lack of awareness of the senior management in these organizations of its importance and its impact on the behavior and performance of workers.

Therefore, this study was deemed to fill the gaps by identifying and assessing the effects of job satisfaction on organizational commitment, and shed light on competent employees that affect their performance and productivity. With this in mind, it was important to study the level of Addis Ketema Sub City Ten Woredas labor and social affairs service office employee's organizational commitment, and the effects of job satisfaction that determine organizational commitment. Therefore, the main research problem is designed in the following main question:

### **1.3 Research questions**

1. What is the effect of intrinsic job satisfaction on affective, continuance and normative commitment of Addis Ketema Sub City Ten Woredas labor and social affairs service office employees?
2. What is the effect of extrinsic job satisfaction on affective, continuance and normative commitment of Addis Ketema Sub City Ten Woredas labor and social affairs service office employees?
3. Which type of job satisfaction (intrinsic or extrinsic) is most influential on employees' organizational commitment of Addis Ketema Sub City Ten Woredas labor and social affairs service office employees?

### **1.3 Objectives of the Study**

#### **1.3.1. General objective**

The general objective of this study was to assess the effect of intrinsic and extrinsic job satisfaction on employees' organizational commitment in Addis Ketema Sub City Ten Woredas labor and social affairs service office.



### **1.3.2 Specific Objectives**

With the above general objective, the study had the following specific objectives:

- 1 To examine the effect of intrinsic job satisfaction on affective, continuance and normative commitment of Addis Ketema Sub City Ten Woredas labor and social affairs service office employees.
- 2 To examine the effect of extrinsic job satisfaction on affective, continuance and normative commitment of Addis Ketema Sub City Ten Woredas labor and social affairs service office employees.
- 3 To determine the most influential job satisfaction type (intrinsic or extrinsic) on employees' organizational commitment of Addis Ketema Sub City Ten Woredas labor and social affairs service office.

### **1.4. Hypotheses**

The alternative research hypotheses for this study were listed as follows.

**H01:** Intrinsic job satisfaction has not a significant effect on affective, continuance and normative commitment of employees' in Addis Ketema Sub City Ten Woredas Labor and social affairs service office.

**H11:** Intrinsic job satisfaction has a significant effect on affective, continuance and Normative commitment of employee's in Addis Ketema Sub City Ten Woredas Labor and social affairs service office.

**H02:** Extrinsic job satisfaction has not a significant effect on affective, continuance and normative commitment of employees in Addis Ketema Sub City Ten Woredas Labor and social affairs service office.

**H12:** Extrinsic job satisfaction has a significant effect on affective, continuance commitment of employees in Addis Ketema Sub City Ten Woredas Labor and social affairs service office.

**H03:** Extrinsic job satisfaction is not influential factor of employees organizational Commitment in Addis Ketema Sub City Ten Woredas labor and social affairs service office.

**H13:** Extrinsic job satisfaction is the most influential factor of employees' Organizational commitment in Addis Ketema Sub City Ten Woredas labor and Social affairs service office.

### **1.5. Scope of the Study**

The study was limited to ten woredas of Addis Ketema Sub city, Addis Abeba city administration. It covers on the intrinsic and extrinsic job satisfaction factors, their effects and employees' organizational commitment (affective, continuance and normative) in ten Woredas and focused on permanent employees only. This study was also its share of delimitation in the sampling frame which only considered ten woredas. Therefore, any term found in this study was interpreted in relation to job satisfaction and organizational commitment of Addis Ketema Sub City Ten Woredas labor and Social affairs service office. Furthermore, there were different issues that were researched in relation to job satisfaction and organizational commitment. But, this study was delimited to the effect of job satisfaction on employees' organizational commitment of permanent employees in Addis Ketema Sub City Ten Woredas labor and Social affairs service office.

### **1.6. Significance of the Study**

This study contributes many advantages to many parties such as human resource management of Addis Ketema Sub City Ten Woredas labor and Social affairs service office in forming their strategy. This research aims to identify the impacts of job satisfaction on organizational commitment within the Addis Ketema Sub City Ten Woredas labor and Social affairs service office, and explore its relation on employee's performance and productivity. The study contributes to the body of knowledge especially regarding to job satisfaction and organizational commitment among employees of the ten woredas. The study shed the light on the optimal exploitation of human resources and increase their organizational commitment by reduce the factors which lead to work turnover, and increase their work satisfaction levels. The study shed the light on the importance of organizational commitment on the efficient and effectiveness of work within the woredas, and thus improves the economic situation at the level of all society. Lastly, researcher hopes that this study will further contribute to

the body of knowledge and be a useful source of information including for future research regarding this subject matter.

### **1.7. Operational Definition of terms**

- ✓ **Extrinsic Job Satisfaction Factors:** -refers to how people feel about aspects of the work situation that are external to the job tasks or work it. These are the hygiene factors are supervision, working conditions, co-workers, pay, policies and procedures, and personal life (Herzberg et al., 1959; Herzberg, 1966).
- ✓ **Intrinsic Job Satisfaction Factors:** -refers to how people feel about the nature of the job tasks themselves. It termed as the job tasks themselves and it is the motivating factors that centered on achievement, responsibility, advancement, growth, and the work itself (Herzberg et al., 1959; Herzberg, 1966).
- ✓ **Job satisfaction:** Job satisfaction is defined as the feelings or a general attitude of the employees in relation with their jobs and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues (Kim, 2005).
- ✓ **Organizational Commitment:** Organizational commitment defined as an employee's strong belief in and acceptance of an organization's goal and values, effort on behalf of the organization to reach these goals objectives and strong desire to maintain membership in the organization (Hunt & Morgan, 1994).
- ✓ **Affective commitment** refers to a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization (Mowday et al.1982).
- ✓ **Continuance commitment** refers to individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Allen & Meyer, 1990).

### **1.9. Organization of the Study**

The thesis has five chapters, chapter one contains general background, statement of the problem, objective of the study, scope of the study, significance of the study, definitions of terms, and problems and limitation of the study. The second chapter contains review of related literature which deals the theoretical review, the review of empirical finding and conceptual frame work of the study. The third chapter contains research methodologies. The fourth chapter contains data analysis, discussion and interpretation. The fifth chapter contains conclusions and recommendations.

## CHAPTER TWO

### 2. REVIEW OF RELATED LITRATURE

#### 2.1. Theoretical Reviews of job satisfaction and Organizational Commitment

Various competing motivation theories are used to unravel the essence of job satisfaction. These theories attempt to explain the behavior of people; how they feel and how they think (Booyesen, 2008, p. 12). Many studies have used Maslow's hierarchy of needs theory; Alderfer's modified need hierarchy theory, McClelland's achievement motivation theory and the social exchange theory to explain job satisfaction and organizational commitment (Bernerth & Walker, 2009, p. 217; Kipkebut, 2010, p. 61; Mullins, 2010, p. 260; Wikhamn & Hall, 2012, p. 57). The current study utilizes the less frequently used theories such as the Herzberg theory (job satisfaction) and side-bet theory (organizational commitment) to explicate the phenomena of job satisfaction and organizational commitment.

Herzberg's two-factor theory forms the foundation for understanding the nature of job satisfaction in this study. Grobler, Warnich, Carell, Elbert and Hatfield (2009, p. 219) posit that hygiene factors reflect the context of the job. These factors are external to the employee and to the job. For this reason, they are perceived to be extrinsic in nature. These factors include salary, supervision, working conditions, job security and consistent management policies and rules. In contrast to hygiene factors, Grobler et al. (2009, p. 220) postulate that motivators are intrinsic in nature and they reflect the content of the job. These factors represent higher-level needs and encapsulate achievement, responsibility, growth, the work itself and recognition (Hyun, 2009, p. 8). Ncube and Samuel (2014) consider them factors in the work environment that are pertinent to the gratification of the need for personal growth (Ncube & Samuel, 2014, p. 270). Unlike hygiene factors, motivators are not manipulated externally but are innate to employees (Grobler et al., 2009, p. 220). Developed in 1960, Becker's side-bet theory posits that commitment, in general, is a disposition to engage in consistent lines of activity as a result of the accumulation of side-bets that would be lost if the activity was discontinued (Becker, 1960, p. 33). Meyer and Allen (1984, p. 373) describe side-bets as important things in which an employee has invested, that include money, effort and time

that would be forfeited if the employee were to leave the organization. It is the perceived threat of loss that commits a person to the organization and is aggravated by a perceived lack of alternatives to replace or make up for the lost investments (Meyer & Allen, 1984, p. 373).

Employees' Commitment to their organization is an important factor for organizational growth and development. Ukaegbu, (2000) argued that an understanding of working conditions and employee commitment in organizations is very important. A motivated and committed workforce can help enterprises to expand their profits, diversify investments and pave the way for durable organizations, especially if owners create robust organizational structures for effective entrepreneurial and managerial succession and continuity. (Ukaegbu, 2000)

Hang and Finsterbusch (1987) as [cited in Ukaegbu, 2000] stated that building and sustaining effective and productive organizations is a prerequisite for achieving economic, social and political development. Attracting employees to an organization, retention of committed employees to their organization, and job satisfaction are outcomes of good human resource management.

Employees join, and continue to work, for an organization as long as their needs are reasonably satisfied. Poor working condition results in abandonment of organizations by employees. In organizational literature, this is a sign of lack of employee commitment to the organization, with detrimental consequences to the organizations. (Ukaegbu, 2000, p. 298)

The importance of job satisfaction specially emerges to surface particularly when an organization start to feel the pinch of negative consequences of job dissatisfaction such as lack of loyalty, increased absenteeism, increase number of accidents etc.

Later studies, suggest that these facets/dimensions can be merged into two, that is, intrinsic and extrinsic satisfaction (Spector, 1997).

Conceivably, intrinsic satisfaction refers to the job tasks themselves e.g. variety, skill utilization and autonomy while extrinsic satisfaction refers to satisfaction with aspects that have little to do with the job tasks or content of the work itself, such as pay, working

conditions and co-workers. General satisfaction describes to measure the aggregate of intrinsic and extrinsic satisfaction (Spector, 1997).

### **2.1.1 Job satisfaction**

Job satisfaction reflects the general attitude of employees towards the work, whether they are happy with their profession or their work (Porter et al., 1975; Locke and Henne, 1986; Spector, 1997). In particular, job satisfaction highlights the degree of identification of personality and the needs of the employee with the characteristics of the working environment (Wanous and Lawler, 1972; Holland, 1996), while connected to the mental health of workers, profitability and satisfaction (Spector, 1997). Also, job satisfaction has a positive impact on running a business, becoming a major factor in the emergence of well-functioning working conditions. At the same time, it plays an important role in gaining and maintaining competitive advantage under the appropriate leadership style (McGrath and MacMillan, 2000), as an increase in performance provides quality service and products, faster service and creates long-term partnerships, ensuring sustainability and development (Bontis et al., 2011). However, the negative or positive critical assessment is directly related to the mood and emotional situation in which the worker exists at a given time, the prevailing working conditions, as well as the requirements of the connection work and expectations (Bush and Middlewood, 2005).

Job satisfaction is one of the most researched attitudes in the literature of industrial/organizational psychology, social psychology, and organizational behavior (Parnell & Crandall, 2003). It is certainly a vital component of the work environment to measure and monitor for any employer. Job satisfaction is essential for organizations interested in developing and retaining productive employees for organizational success (Siegel & Lane, 1974).

Job satisfaction is defined as the feelings or a general attitude of the employees in relation with their jobs and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues (Kim, 2005).

Many models or theories have been carried out regarding job satisfaction. According to Robbins and *et al* (2009), job satisfaction describes a positive feeling about a job,

resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while an unsatisfied person holds negative feelings. Job satisfaction is a pleasurable positive state resulting from one's job and job experience (Locke, 1976).

Job satisfaction is one of the most heavily researched employee attitudes over the last 50 years (Rayton, 2006). Locke (1976, p. 1300) defined it as “a pleasurable or positive emotional state resulting from an appraisal of one’s job or job experiences”.

It is an effective response to specific aspects of the job and plays a role in enhancing employee commitment to an organization. Studies have shown that employee absenteeism, turnover and other behaviors are related to a person’s satisfaction with his or her job and the organization (Vroom, 1964).

Whereby according to Maslow's Theory of Needs, human needs are never satisfied and they are always craving for more. This is due to after one's need to be fulfilled; other needs will emerge. Job satisfaction has been correlated with enhanced job performance, positive work values, and high levels of employee motivation and lower rates of absenteeism, turnover and burnout (Spector, 1997).

While Luthans (2005) posited that there are three important dimensions to job satisfaction:

- Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
- Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitude towards the work, the boss and or co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.
- Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These are: the work itself, pay, promotion opportunities, supervision and co-workers.

Davis and Newstrom (1985) states that one of the surest symptoms of deteriorating conditions in an organization are low job satisfaction. Low job satisfaction is usually associated with strikes, work slowness, absences, and employee turnover. It also may be linked to low performance, poor product quality, employee's theft, disciplinary problems, grievances and other difficulties. Higher job satisfaction, on the other hand is usually associated with higher level of organizational commitment, lower turnover, and fewer absences (Young, 2008).

#### **2.1.1.1. Intrinsic job satisfaction**

The intrinsic job satisfaction factors are achievement, recognition, the work itself, responsibility, advancement, and growth (Herzberg et al., 1959; Herzberg, 1966). By contrast, their absence was not necessarily dissatisfying. However, when present, they could be a motivational force. Accordingly, motivation could be enhanced by restructuring work with increased opportunities for advancement, personal development, recognition, and responsibility (Ramlall, 2004).

- **Achievement:** Herzberg (Herzberg et al., 1959; Herzberg, 1966) associated this factor with feelings of accomplishment such as completing a task or resolving an issue (Knight & Westbrook, 1999). Employees who demonstrate a strong orientation for achievement may be characterized by working long hours, accepting challenging tasks, and a willingness to do whatever it takes to reach maximum outcomes (Scott et al., 1997).
- **Recognition:** According to Herzberg (Herzberg et al., 1959; Herzberg, 1966), this factor is related to positive or negative feedback about an accomplishment. Recognition is an effective means of motivation and a signal from supervision to employees that they are valued for their contributions (Richardson, 2003). Unfortunately, this well-established concept is all too often underutilized by leaders (Nelson, 2002).  
Indeed, Nelson found that even non-monetary recognition results in higher levels of motivation. In addition, constructive reinforcement also promotes individual growth and development (Jackson, 2001).
- **Responsibility:** This factor pertains to control over one's work or that of others (Herzberg et al., 1959; Herzberg, 1966). A meta-analysis by Dole and Schroeder (2001) found that job satisfaction increased and the intent to quit decreased as levels of authority over the job grew. This finding corroborates Herzberg's conclusion.



- **Job Security:** This factor refers to objective considerations that could affect job stability or tenure (Herzberg et al., 1959; Herzberg, 1966). It also concerns matters such as level of responsibility and opportunity for advancement (Ito & Brotheridge, 2007). Reductions in these areas lead to lower levels of commitment. Organizational instability and ongoing change with potentially negative consequences undermine job security (Cooper, 2006).
- **Status:** According to Herzberg, (Herzberg et al., 1959; Herzberg, 1966), this factor is defined as any consideration that would enhance an employee's sense of importance, prominence, or position in life. Examples would be a big office, company provided transportation, or any other special privilege that would distinguish one employee from another. Several studies have found a positive correlation between status and job satisfaction (Rostamy et al., 2008).
- **The Work (Activity):** Employees are likely to prefer jobs that provide them opportunities to utilize their skills and abilities and offer some diverse responsibilities, autonomy and feedback on how well they are pursuing. Jobs that have too little challenge create dullness but too much challenge creates frustration and a sentiment of disappointment (Saifuddin et al., 2012).

The financial function of work for generating goods and services is its most apparent value. In response for making the employee is paid salaries that enable the buy of food, clothes, refuge, and other lavishness of life. Second objective is; work is the title of social prominence or satisfying the social desires of citizens (Beach, 1998:320).

O'Leary (2003) found that job stability positively correlated to organizational commitment and was the most significant factor. Workers tend to choose jobs that give them chances to employ their proficiencies and aptitudes and offer a diversity of tasks, autonomy, and response on how well they are doing (Malik et al., 2010).

The nature of the work performed by employees has a significant effect on their level of job satisfaction. According to Luthans (1992), employees derive satisfaction from work that is interesting and challenging, and job that provides them with status. Luthans Advocates that work that is personally interesting to employees is likely to contribute to job satisfaction.

Beach (1998) postulate that the single most important influence on a person's job satisfaction experience comes from the nature of the work assigned to him / her by the organization. They claim that if the job entails adequate variety, challenge, discretion and scope for using one's own abilities and skills, the employees doing the job is likely to experience job satisfaction.

Khaleque and Choudhary (1984) found in their study of Indian managers, that the nature of work was the most important factor in determining job satisfaction for the top managers, and job security as the most important factor in job satisfaction for managers at the bottom.

#### **2.1.1.2. Extrinsic job satisfaction**

The extrinsic factors are supervision, working conditions, co-workers, pay, policies and procedures, compensation and personal life (Herzberg et al., 1959; Herzberg, 1966). Herzberg claimed that these factors did not serve as satisfiers, but their absence could well be a source of dissatisfaction. Thus, a neutral state would obtain.

❖ **Pay:** Pay refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. It is the amount of monetary compensation that is expected by the workers in relationship with the services provided to the organization (Saifuddin and et al., 2012).

Remuneration and earnings are a cognitively complex and multidimensional factor in job satisfaction. According to Luthans (1998), salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level need of people.

Pay is the major forecaster of job satisfaction. By identifying the effects of compensation, employee's commitment can be improved and their degree of satisfaction could be improved as well. The compensation has optimistic relationship with job satisfaction and commitment (Mangi et al., 2011).

The development in job satisfaction depends upon whether the rewards match the prospects, desires, and requirements of the employee. If improved performance leads to

elevated rewards and if those rewards are seen to be reasonable and fair, improved satisfaction results (Khan et al., 2011).

O’Leary (2003) researched the organizational commitment found a positive correlation between pay and organizational commitment. Additionally, Ting (1997) found that pay correlated to both job satisfaction and affective commitments. Ting also determined that pay was inversely proportional to higher grade levels which can be correlated back to Maslow’s needs theory. The more money an employee makes the less that pay is a factor in determining both job satisfaction and organizational commitment.

Jenkins (2008) also found that pay correlated to both job satisfaction and organizational commitment. Jenkins (2008) also broke organizational commitment down to the three Meyer and Allen components and found that job satisfaction correlated significantly to affective commitment. Jenkins also found that job satisfaction correlated negatively with continuance commitment. A high continuance commitment score indicated that an employee could not afford to leave the organization. Compensation systems have effects on the job satisfaction in both the public and private sector workers (Getahun et al., 2007). In their Taylor and West (1992, cited in Bull, 2005) found that pay levels affect job satisfaction, lower levels of job satisfaction.

❖ **Supervision:** Supervision is one of another significant factor of job satisfaction which refers to the function of leading, coordinating and directing the effort of others to achieve and attain the predetermined goals and objectives (Saifuddin et al., 2012).

A supervisor guides their subordinates so that they produce the desired amount and excellence of work within the stipulated time period (Saifuddin et al., 2012). Supervision is the authoritative direction of the work of one’s subordinates. It is the function of leading, coordinating and directing the work of others to achieve the selected objectives (Khan et al., 2011).

The performance of the supervisor plays a vital role with regard to the employees’ reactions to difficult situation. It was stated that the workers who perceived their supervisor as more approachable and reactive were more likely to raise voice about their concerns (Aydogdu and Asikgil, 2011).

The outcomes of the affiliation between organizational factors and job satisfaction are, that the greater the perception at people's orientation in supervisory style the greater the job satisfaction (Saiyadain, 1996). Research indicates that the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction.

From an organizational viewpoint, supervision is a key factor in all performance and behavior administration systems. Supervision is important component in payment and reward systems, and effectual supervisory behavior is a basic element in such systems to make sure worker performance and job satisfaction (Koh and Neo, 2000).

High supervisor support leads to is positively correlated to increased job satisfaction (Jenkins A.K., 2008). Jenkins found that supervisor support had a positive association with affective and normative organizational commitment.

The research shows that superior's attitude to employees plays an important role to promote self-confidence and, hence, probably productivity, for example, the strongest effects on self-esteem are bring by supervisors' reactions to the ideas that employees proposed (Malik et al., 2010).

Research appears to be vague since most research indicates that individuals are likely high levels of job satisfaction if supervisors provide them with support and corporation in completing their tasks (Ting, 1997). These researchers generally hold that dissatisfaction with the management supervision is a significant predictor of job dissatisfaction and organizational commitment.

- ❖ **Work Conditions:** This item concerns the physical work atmosphere including space, lighting, ventilation, and equipment (Herzberg et al., 1959; Herzberg, 1966). In a study of industrial and office workers conducted by Lee in 2006, job satisfaction was found to be positively related to individual flexibility, personal control of the immediate work environment, social interaction, privacy, and few distractions or disruptions.
- ❖ **Advancement:** Herzberg (Herzberg et al., 1959; Herzberg, 1966) found that this factor relates to an employee's attitude following a change in position or status. The positive relationship between organizational support for this factor and improved job satisfaction

along with a lower degree of intent to quit was found in a study by Jawahar and Hemmasi (2006).

In relation to opportunities for upgrading, Herzberg (1966) proposed that person needs for progress, accountability, appealing and challenging work, safety, vacation and currency are all connected to salary system preference. Promotional opportunities refer to the degree an employee perceives his or her chances to grow and be promoted within the organization (Lambert *et al.*, 2008).

If the organization enhanced their pay structure and provide promotion opportunities for their employees, then the employee will show more contentment towards their job (Saba, 2011). Accordingly, employees expect to work in jobs that provide them with opportunities to be promoted to new and challenging positions (Lambert *et al.*, 2008).

Kim (2002) found that “supervisors’ support of career development was positively associated with high levels of job satisfaction of private sector professionals”.

❖ **Co-Workers:** The most attracting areas of organizational science study in recent years has been in the area of organizational citizenship behavior (OCB), which is explained as the behavior by a worker planned to help coworkers. The social environment of the organizations can influence member of staff job satisfaction, particularly coworker relations (Murray, 1999).

Researchers state that job satisfaction of individual worker is made of his/her individual as well collective job satisfaction with coworkers.

A feeling toward co-workers comes into play in Maslow’s (1954) belongingness or social need. Maslow (1954) considers belongingness one of our deficiency needs; it is the emotional need to feel that we belong and are accepted in a group. The type of relationships an employee has with her co-workers can either increase job satisfaction or make employment less attractive.

O’Leary (2003) found that feelings toward one’s co-workers were positively correlated to organizational commitment. Jenkins (2008) found that feelings toward co-workers positively correlated to both affective and normative commitment.

The social relations produce social environment with fellow employees and supervisor are important determinants of an individual's job (Bull, 2005). It shows that satisfaction from the coworker's behavior is the extent to which member employees are technically proficient and socially helpful.

Employee's happiness is more strongly associated to the content of their job and the association with colleagues and supervisors (Mowday & Sutton, 1993). But, there is also a potential negative aspect to creating a strong group culture it can show the way to group think.

Job satisfaction is related to employees' opportunities for interaction with others on the job. Studies have shown that the better relationship, the greater the level of job satisfaction (Wharton & Baron, 1991).

However, if the opposite situation exists and colleagues are difficult to work with, this may have negative effects on job satisfaction and organizational commitment. The effects of friendship on workplace outcomes is shown by results that indicate that friendship opportunities were associated with increases in job satisfaction, job involvement and organizational commitment, and with a significant decrease in intention to turnover (Luddy, 2005).

- ❖ **Policies, Personal Life:** This factor concerns how an employee's job affects his/her personal situation (Herzberg et al., 1959; Herzberg, 1966). For example, a study by Saltzstein et al. (2001) found that most employees have personal responsibilities that recur daily which may require their attention before and/or after work. They explained that demographic and sociological shifts since Herzberg's report have further complicated this factor beyond initial findings.
- ❖ **Compensation:** Spector (1997) divides compensation or employee reward into monetary and non-monetary benefits. Increasing intrinsic and extrinsic compensation that attract an employee's attention may subsequently increase their performance and induce higher levels of organizational commitment.

According to Spector (1997), examples of contingent rewards are appreciation, recognition and rewards for good work. Employee dissatisfaction may result if an employee perceives that their efforts are not recognized or that their rewards are not

equitable tied to their performance or tailored to their needs. Contingent rewards support the reinforcement theory of motivation, in terms of which performance-relevant behaviors will increase in frequency if rewarded (Ibid).

Compensation that have greater correlation with organizational commitment are relocation allowance, sports and social facilities, birthday celebration, loan scheme, free laundry services, staff discount, staff party and personal accident insurance.

However, the strength is weak; it may be eliminated during poor economic condition provided that they are given to few employees, not regarded as “the right of employment” and not required by the law.

### **2.1.2. Organizational Commitment**

Organizational commitment is defined as the employee’s desire to remain within the organization and thus to strive for this and the adoption of the organization's goals and values (Morrow, 1983; 491; Randall and Cote 1991; 198). In another definition, the organizational commitment is specified as the identification with the organization's goals and values free from the material concerns as the primary target by wishing to remain within the organization (Gaertner and Nollen, 1989;975

The significance of organizational commitment lies in its potential to engender withdrawal behaviors and employee performance (Döckel, 2003, p. 34). Robbins (2001, p. 69) defines organizational commitment as “the extent to which an individual identifies with an organization and is committed to that organization, the attainment of its goals and wishes to maintain membership in the organization”. Meyer and Allen (1991, p. 67) define organizational commitment as “a psychological state that characterizes the employee’s relationship with the organization and that has implications for the decision to continue membership in the organization”. Luthans (2011, p. 147) amplifies that employees with organizational commitment have a fervent aspiration to retain membership of an organization, expend tremendous effort to attain organizational objectives and espouse the organization’s values and goals.

Meyer and Allen have enhanced insight into organizational commitment literature by professing a three component model of organizational commitment, which encompasses the following components: normative commitment, affective commitment and

continuance commitment (Jaros, 2007, p. 7). The normative commitment connotes an employee's feeling of moral obligation to stay with an organization whereas affective commitment intimates an employee's emotional attachment to an organization. Lastly, continuance commitment relates to the benefits that an employee would forfeit if he/she deserted an organization (Meyer & Allen, 1997). Current research indicates that the concept of normative commitment and its measurement using the normative commitment scale of Meyer and Allen has been problematic (Jaros, 2007, p. 12; Klein, Becker & Meyer 2009:355). Several researchers postulate that normative commitment has a dual nature, namely it can be experienced as either a moral duty or a sense of indebtedness, each having different implications for work behavior (Markovits, Ullrich, Van Dick & Davis, 2008, p. 485; Meyer & Parfyonova, 2010, p. 283). Based on the above, Jaros (2007, p. 23) revised the original commitment scale of Allen and Meyer (1990) to reflect the indebted obligation and moral imperative dimensions of normative commitment. In view of this finding moral imperative and moral obligation were utilized in this study to assess the level of normative commitment.

Multiple definitions of employee commitment are found in the literature. The way employee commitment is defined depends on the approach to commitment that one is adhering to.

Allen & Meyer (1990) define employee commitment as a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue employment with the organization.

Hunt and Morgan (1994) state that organizational commitment has been operationally defined 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.”

Similarly, Meyer & Becker (2004) define a committed employee as being one “stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals”. This employee positively contributes to the organization because of its commitment to the organization.



Organizational commitment is associated with increased satisfaction, performance, and organizational adaptability (Meyer & Becker, 2004), as well as decreased absenteeism and employee turnover (Lo *et al.*, 2010).

Organization commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. In essence, measuring organizational commitment is an assessment of the congruence between an individual's own values and beliefs and those of the organization (Meyer and Allen, 1997).

Meyer & Allen (1997) [as cited in Teshome, 2011] defined as committed employee as being one "stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals". This employee positively contributes to the organization because of its commitment to the organization.

High level of organizational commitment provide a clear focus for human resource manager on the grounds that commitment is in itself good and positive that should lead to high level of work performance.

#### **2.1.2.1 Types of Employee Organizational Commitment**

There are three components of organizational commitment; these are affective, continuance, and normative commitment (Meyer and Allen, 1997, p.11).

Individuals who have strong affective commitment remain in the organization because they feel they want to, some with a stronger normative commitment remain because they ought to and those with strong continuance commitment remain because they need to.

All the three components namely Affective Commitment that is psychological attachment to organization; Continuance Commitment- costs associated with leaving the organization; and Normative Commitment- perceived obligation to remain with the organization have implications for the continuing participation of the individual in the organization (Ayeni & Phopoola, 2007).

### **2.1.2.1.1. Affective Commitment**

Affective commitment is defined as “the employee’s emotional attachment to, identification, and involvement in the organization” (Meyer & Allen, 1991, p. 67). Affective commitment is type of commitment there is a positive interaction between the individual and the organization because both have similar values (Meyer and Allen, 1997). Those who stay in their organizations with a strong commitment retain their position not only because they need the occupation, but also because they want it (Meyer et al., 1993, p. 539).

Affective commitment defined as employee identification with, emotional connection to, and involvement in the organization and its goals. It results from and is induced by individual and organizational value accordance. So, it becomes almost natural for the individual to become emotionally connected, and enjoy continuing membership in the organization (March & Simon, 1958; Hall et al., 1970; O'Reily et al. (2013)

The researchers also focusing on employee work experiences suggest that employees whose work experiences are consistent with their expectations and satisfy their basic needs tend to develop stronger affective attachment to the organization (Meyer et al., 1993).

According the study done by Feinstein (2002), in the Organizational commitment has been described as consisting of two constructs that is affective and continuance (Meyer & Allen, 1997). As defined by Mowday et al. (1982), affective organizational commitment is “a strong belief in and acceptance of the organization’s goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.”

Committed employees have a stronger sense of belonging to the organization and a greater desire to remain organizational members; they are willing to make extra efforts for the organization; and, in most work situations, they put the organization's interests before their personal concerns.

#### **2.1.2.1.2. Continuance Commitment**

The counterpart to affective organizational commitment is continuance organizational commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Roussseau, 1995).

Continuance commitment is related to one's experience and what one has given to an organization. There is thus difficulty in "giving it up" and the unknown "opportunity cost" of leaving the organization or having few or no alternatives.

In addition, Meyer et al. (1993) stated that skills and education are not easily transferred to other organization which tends to increase workers' commitment to their current organizations. Those who stay within their organization with a strong continuance commitment are there just because they need it. Continuance commitment reflects economic ties to the organization based on the costs associated with leaving the organization (Ibid).

According to Mowday et al. (1982) and Dunham et al. (1994), continuance commitment is defined as readiness to remain in an organization because of personal investment in the form of non-transferable investments such as close working relationships with other employees, retirement investments and career investments, obtained job skills that are unique to a particular organization.

Research into continuance commitment suggests that this component consists of two related sub-dimensions: personal sacrifice and perceived lack of alternatives (Meyer et al., 1993).

#### **2.1. 2.1.3. Normative Commitment**

Normative commitment explains the employees with strong normative commitment will remain with an organization by virtue of their belief that it is the "right and moral" thing to do (Meyer and Allen, 1991).

Wiener and Gechman (1977) argued that normative commitment to the organization develops based on a collection of pressures that individuals feel during their early socialization from family and culture and during their socialization as newcomers to the

organization. Besides that, normative commitment might also develop because of the “psychological contract” between an employee and the organization (Roussseau, 1995).

Normative commitment may develop when an organization offers employees rewards in advance, such as paying college tuition, or if the organization goes to great length or cost to hire or train the employee (Meyer & Allen, 1991).

Furthermore, normative commitment can increase when an individual feels loyal to his employer or responsible to work for the benefits that he gets from the organization as a result of the desire to compensate the favors received from the institution (Meyer et al., 1993). The normative component of commitment concerns the employee’s belief about one’s responsibility to the organization. Normative commitment inspired by a feeling of responsibility for an employee to remain with an organization. This feeling of obligation often results from a generalized value of loyalty and duty (Wiener, 1982).

This is a natural susceptibility to be loyal and committed to institutions such as employment organization. Further, socialization in a culture places a ward on loyalty and devotion to institutions as a result. Based on this view commitment, an employee exhibit commitment behavior solely because he or she believes it is the moral and right thing to do (Wiener, 1982).

According to Schwartz & Tessler (1972), personal norms are introduced as a responsible factor for what Wiener referred to as an incorporated normative pressure, which makes organizational commitment a moral obligation because an employee feels he or she must do so.

According to Wiener & Verdi (1980), this feeling of moral obligation measured by the extent to which an employee feels that she or he should be faithful to organization, make an employee sacrifice to help it out and not disapprove it.

In addition, Meyer et al. (1993) stated that skills and education are not easily transferred to other organization which tends to increase workers’ commitment to their current organizations.

Employee commitment can become a vehicle by which individuals manifest loyalty to and identification with the organization. Committed employees identify with and feel loyal toward the organization; they share the values of the organization and have a personal sense of importance about the agency's mission.

Generally, Organizational commitment as defined by Porter et al. (1982) has three major components:

1. A strong belief in and acceptance of the organization's goals,
2. A willingness to exert considerable effort on behalf of the organization, and
3. A definite desire to maintain organizational membership.

Meyer and Allen, (1991) assert that these components of commitment are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity.

Somers (1995) found that both affective and normative commitment correlate to job satisfaction. Additionally, he found that continuance commitment correlated negatively to employee turnover. This study will use the Meyer and Allen organizational commitment model to measure the commitment to the sector; it is a widely used, accepted and validated

### **2.1.3. Job Satisfaction and Organization Commitment**

The topics of job satisfaction and organizational commitment have received considerable attention from human resource professionals, organizational psychologists and sociologists throughout the past fifty years. Although both terms tend to have intuitive, common-sense meanings, the two concepts have been examined and conventionalized in many academic papers, scholarly journals and various studies.

A number of previous researchers have reported mixed findings on the relationship between job satisfaction and organizational commitment. For instance, Curry et al (1986) found no significant relationship between job satisfaction and organizational commitment. However, other researchers (Busch et al., 1998; Chiu-Yueh, 2000;

Feinstein & Vondraek, 2006; Freund, 2005; Mannheim et al., 1997) found that job satisfaction was a significant predictor of organizational commitment.

Mowday et al., (1979) argue that organizational commitment is “more global, reflecting a general affective response to the organization as a whole” while job satisfaction “reflects one’s response either to one’s job or to certain aspects of one’s job” (p.226). Thus organizational commitment focuses on attachment to the employing organization as a whole, including the organization’s goals and values, while job satisfaction focuses on the specific task environment where an employee performs his or her duties (Ibid). The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated (Getahun et al, 2004).

Commitment is interrelated to satisfaction. Becker et al. (1995) as cited in (Tella et al, 2007) defined organizational commitment in three dimensions; (1) a strong desire to remain as a member of a particular organization, (2) a willingness to exert high levels of efforts on behalf of the organization and (3) a defined belief in and acceptability of the values and goals of the organization

For instance, Getahun et al. (2008 and Lambert, (2004) discovered a positive associated between the two variables. Other studies such as Lo & Lam (2002) and Steers (1977) found a significant correlation between job satisfaction and organizational commitments. Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Lambert, 2004).

In addition, the work attitudes of job satisfaction and organizational commitment are important in shaping employees’ intentions to stay or leave. Both were predicted to have direct effects on turnover intent of correctional employees. Organizational commitment is the bond between the worker and the organization.

## **2.2. The empirical review on job satisfaction and organizational commitment**

### **2.2.1 Job satisfaction**

According to Christina and et al (2012) higher levels of job satisfaction can positively affect affective organizational commitment, and negatively affect turnover intention besides that, Dubinsky et al (1990) using U.S, Japanese and Korean samples also reported a significant relationship between job satisfaction and organizational commitment.

Young (2008) study of 428 respondents from 61 international tourist hotels in Taiwan showed that there was a strong relationship between affective commitment and job satisfaction. According to Young Job satisfaction can significantly and positively affect the outcomes of organizational commitment, decrease employees' intention to leave, and subsequently result in low turnover rates.

According to Mayer and Botha (2004), in most South African companies there is a low level of employee job satisfaction, resulting in a lack of commitment to performance and the achievement of organizational goals. This implies that job satisfaction affects employees' organizational commitment.

Meyer and et al. (1993) in a study of 1000 randomly selected registered nurses found that job satisfaction was positively correlated with affective commitment and normative commitment but negatively correlated with continuance commitment. For instance, Getahun, *et al* (2008), Judge (2004), Lambert (2004) discovered a positive associated between job satisfaction and organizational commitment.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Moser, 1997). In addition, the work attitudes of job satisfaction and organizational commitment are important in shaping employees' intentions to stay or leave. Organizational commitment is the bond between the worker and the organization. Employees with high commitment are loyal to the organization, share its values, and identify with the goals of the organization (Mowday et al., 1982).

The study conducted by Clay-Warner et al., (2005) on organizational justice and job satisfaction relation to facets of job satisfaction revealed that most of the lecturers are

satisfied with the nature of work and least satisfied with operating condition and promotion. More specifically, studies like Dubinsky and Hartley's (1986), Johnston et al. (1990), and Brown and Peterson's (1993) provided the literature with strong evidence that job satisfaction positively affects employee's organizational commitment.

### **2.2.2. Organizational commitment**

Bateman & Strasser (1984) believe that the aim of studying organizational commitment is related to (a) employee's behaviors and performance effectiveness, (b) attitudinal, affective, and cognitive constructs such as job satisfaction, (c) characteristics of the employees' job and role, such as responsibility, and (d) personal characteristics of the employee such as age and job tenure.

Allen (1991) concluded that an employees' commitment reflected a desire, need and obligation to maintain membership in an organization. Consequently, commitment manifests itself in three relatively distinct manners. Iverson and Buttigieg (1999) found normative commitment to be significantly negatively correlated with years of education, raising the possibility that less educated workers harbor feelings of organizational loyalty reminiscent of a bygone era.

According to Bateman and Strasser (1984) organizational commitment has an effect on job satisfaction, which in turn will affect the turnover intention. Employees with high commitment are loyal to the organization, share its values, and identify with the goals of the organization (Mowday et al., 1982).

Porter *et al.* (1974, p.608) concluded from their study that commitment and satisfaction to be related, each construct appears to contribute unique information about the individual's relationship to the organization".

### **2.2.3 The Effect of Job satisfaction on Organizational Commitment**

The importance of job satisfaction in terms of businesses stems from the potential results it contains. That is to say; workers who are in high morale shall be able to provide further benefits for the organization they work for. As happy workers, they will produce more, their days of absence in job will diminish and their commitment to the organization will increase (Gohel, 2009). Commitment to the organization, associated



with staying, has a strong relationship with job satisfaction. However, rather than being antecedent, commitment is often placed causally after job satisfaction (Adams & Bond, 2000). Previous studies have shown that job satisfaction was directly related to organizational commitment and that it had a positive effect on organizational commitment (Yang & Chang, 2008; Harrison & Hubbard, 1998; Bhuian & Abul-Muhmin, 1997). Intrinsic and extrinsic job satisfaction was found to be a mediator between emotional intelligence and organizational commitment (Güteryüz et al., 2008). Markovits et al. (2010) reached the conclusion that extrinsic satisfaction and intrinsic satisfaction are more strongly related to affective commitment and normative commitment for public sector employees than for private sector ones. Jenkins and Thomlinson (1992) found positive association between affective commitment and job satisfaction, and negative association between continuance commitment and job satisfaction. The study applied to nurses by Knoop (1995) found that job satisfaction and organizational commitment of nurses are both statistically and meaningfully related.

According to Young (2008), job satisfaction is a powerful method of reinforcing individual commitment to an organization. Similarly, Baker (1992) found that job satisfaction reinforces organizational commitment. Job satisfaction can significantly and positively affect the outcomes of organizational commitment, decrease employees' intention to leave, and subsequently result in low turnover rates (Young, 2008).

Meyer and et al. (1993) in a study of 1000 randomly selected registered nurses found that job satisfaction was positively correlated with affective commitment and normative commitment but negatively correlated with continuance commitment.

A study conducted by Khamis A and et al (2012) on Job satisfaction related with organizational commitment on bank employees at Northern region, Malaysia; they empirically examined that the extent to which job satisfaction correlate with organizational commitment focusing on bank employees specifically and generally. They concluded as also that the intrinsic and extrinsic job satisfaction had a significant impact to organizational commitment among bank employees, proposing improvement in job satisfaction factors strengthen employees' commitment to their organization. Results indicated that job satisfaction was one of the most antecedents of organizational

commitment and suggested that high levels of job satisfaction results in higher commitment Yücel İlhami (2012).

In other words, it indicated that job satisfaction positively influences on affective commitment, continuance commitment, and normative commitment. (Yücel İlhami, 2012) A number of research studies that were conducted as early as the 70's found that among the main correlates of organizational commitment are attitudinal, affective, and cognitive constructs such as job satisfaction, job involvement, and job tension (Mowday,*et al*, 1974).

Liao et al. (2009) also argued that “if a manager wants to reduce the turnover rate in the private industry, it is important that employees feel satisfied with their jobs and thereby improve commitment to the organization”. More specifically, studies like Dubinsky and Hartley's (1986), and Brown and Peterson's (1993) provided the literature with strong evidence that job satisfaction positively affects employee's organizational commitment. Lambert (2004) in their study of 272 correctional facilities employees, found that job satisfaction is concerned with an individual's job while organizational commitment with the bond to an overall organization, it is expected that job satisfaction would have larger effects on organizational commitment.

Moreover, Williams & Hazer's study (1986) showed that the predictors of job satisfaction include: payment, the work itself, promotion, supervision, the work environment and co-workers. Despite these differences, studies have shown that job satisfaction and organizational commitment are positively correlated. Mathieu and Zajac (1990) found that organizational commitment had a strong positive relationship with overall job satisfaction, satisfaction with promotion, pay and supervision among others.

Due to the differences between job satisfaction and organizational commitment, these two constructs will be examined separately as job satisfaction independent variables and organizational commitment dependent variables.

The positive impact on operational effectiveness in terms of lower costs, knowledge retention, and workforce continuity alone supports their conclusion. In this regard, there is an opportunity for employee commitment to the organization to be enhanced.

### **2.2.3.1 The Effect of Intrinsic and extrinsic job satisfaction on affective Commitment**

A study conducted by Malik and et al (2010), on Job Satisfaction and Organizational Commitment of University Teachers in Public Sector of Pakistan, shows job satisfaction have significant positive influence on organizational commitment of faculty members indicating that deliberated measures on the provision of required intrinsic and extrinsic reward make existing work force satisfied and committed in Universities. Randolph & Johnson, (2005) In a study concerning the influence of intrinsic and extrinsic job satisfaction factors on over 300 rehabilitation professionals, the results supported intrinsic factors having a positive impact of career satisfaction as well as organizational commitment.

Gunlu, E., and et al (2009), conducted a study on Job satisfaction and organizational commitment of hotel managers in Turkey, they established that intrinsic and extrinsic satisfaction had significant effect on affective and normative commitment but not on continuance commitment. In another study, Raymond Toga and Mjoli Q. Themba (2012). On the relationship between job involvement, job satisfaction and organizational commitment among lower-level employees at a motor-car manufacturing company in East London, they shows that intrinsic job satisfaction and extrinsic job satisfaction were found to be significantly and highly related with organizational commitment, an indication that promoting job satisfaction elements (example intrinsic, and extrinsic and) improves employees' commitment to the organization.

An employee who has higher levels of job satisfaction will be highly committed to the organizations (Lau and Chong, 2002). Irving et al. (1997) found that job satisfaction was positively related to affective and normative commitment (with a stronger relation between satisfaction and affective commitment), but not with continuance commitment.

There is also research that calls upon employers to carefully monitor the extrinsic and intrinsic job satisfaction factors which influence employees' organizational commitment

since those factors involve matters over which supervisors may have significant influence (Firth et al., 2003).

#### **2.2.3.1.1 Intrinsic satisfaction and organizational commitment**

Several recent studies were conducted using a direct effects model to research intrinsic satisfaction based on different samples, such as perceptions of 434 graduate and postgraduate distance learning students (Enache et al., 2013), 337 bank employees from private and public banks in Kerala, India (Elizerberth & Zakkariya, 2015), 352 nurses from private hospital in Damascus, Syria (Ali & William, 2014) and 180 critical nurses from three hospitals in Amman, Jordan (Ahmad et al., 2012). These studies found that the ability of an organization's administrator to providing employee's intrinsic satisfaction had been an important determinant of organizational commitment (Enache et al., 2013; Elizerberth & Zakkariya, 2015; Ali & William, 2014; Ahmad et al., 2012). Thus, it was hypothesized that: H1a: There is a positive relationship between intrinsic satisfaction and organizational commitment.

#### **2.2.3.1.2 Extrinsic satisfaction and organizational commitment**

Further extant studies used a direct effects model to examine the relationship between extrinsic satisfaction and organizational commitment using different samples, such as 108 managers of four and five stars hotels in Aegean region of Turkey (Ebru et al., 2010), 418 police officers from Korean National Police Agency (Matthew et al., 2012), 547 members of Institute of Certified Public Accountants of Uganda (ICPAU) (Samuel & Twaha, 2014) and 200 fresh graduates in Malaysia who has been employed for less than two years (Mazuki et al., 2011). These studies found that the ability of organization's administrator to properly design and administer job related and working environment that provide extrinsic satisfaction to the employees had increased employee's commitment to the organization (Ebru et al., 2010; Matthew et al., 2012; Samuel & Twaha, 2014; Mazuki et al., 2011). Thus, it was hypothesized that: H1b: There is a positive relationship between extrinsic satisfaction and organizational commitment.

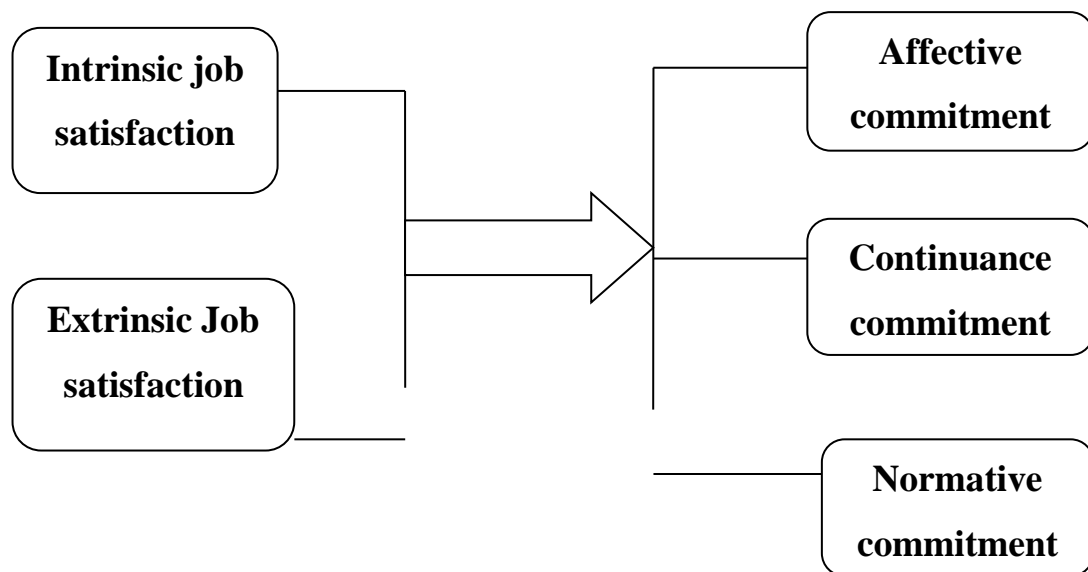
### 2.3. Conceptual Framework

Based upon the literature review, there was a need to study the effects of job satisfaction on organizational commitment among ten woredas employees. The conceptual framework below was offer the conceptual foundation to examine and explore more to the study in verifying the effects of job satisfaction on organizational commitment. Specifically, the study focused on the effects of Intrinsic and extrinsic job satisfaction on affective, continuance, and normative commitment of ten Woredas employees.

The dependent variables of the study are affective, continuance, and normative commitment.

The independent variables of the study was the intrinsic job satisfaction which includes the following variables; activity, independence, variety of responsibility, social status, morale values, job security, achievement, social service, authority, ability utilization, creativity, and responsibility, and the extrinsic job satisfaction which includes the following variables; supervision-human relations, supervision-technical, organizational policies, compensation, advancement, working conditions, and co-workers.

**Figure 2.1 the conceptual framework developed by the researcher for this study.**



## **CHAPTER THREE**

### **3. Research Methodology**

#### **3.1. The study area**

The study was conducted at Addis Ketma sub-city ten wordas at Addis Ababa city administration. Addis Ketema Sub city is located around Medihaniyalem preparatory school near to Pastor Hospital. The ten Woredas of Addis Ketema Sub City are found around Merkato, Mesalemia, Attena Tera and Abebe Bikila stadium.

#### **3.2. Design of the Study**

The study was held to determine the effect of job satisfaction on employees' organizational commitment in Addis Ketema Sub City Ten Woredas Labor and social affairs service office. The research design was the conceptual structure in which research was conducted; it constituted the blueprint for the collection, measurement and analysis of data. As such the design included an outline of what the researcher would do from writing the hypothesis and its operational implications to the final analysis of data (Kothari 2004:31). This study was descriptive and explanatory research. The major purpose of descriptive research is description of the state of affairs as it exists at present what is happening (Best and Kahan, 1999). The second study was explanatory because the researcher tested the hypotheses of relationships between variables correlated with an aim of estimating the integrated effect of job satisfaction on employee's organizational commitment.

#### **3.3. Sources of Data**

In order to generate relevant data for this study, both primary and secondary data sources were considered. According to Biggam (2008), primary data is the information that the researcher finds out by him/herself regarding a specific topic. The main advantage with this type of data collection was that it is collected with the research's purpose in mind. This means that the information resulting from it is more consistent with the research questions and purpose. As this study was basically empirical in nature, primary data was being gathered from academic employees to answer the given questionnaires. Secondary data serves researchers with the opportunity to better understand and explain the research problem (Biggam, 2008). Thus, it is very important to start a review of the

existing data with a clear mindset of what it was that one wants to accomplish with the study.

### 3.4. Population

As indicated in the general objective of the study, the purpose of the study was to assess the effect of job satisfaction on employees' organizational commitment in ten woredas. Addis Ketema Sub City Ten Woredas Labor and social affairs service office employees were taken as the overall population of the study. Addis Ketema Sub City Ten Woredas Labor and social affairs service office total employees are 97.

### 3.5 Sample size

The numbers of employees were questioned (sampled) by using Yamane's formula from the target population of 97. Taro Yamane (1967) provides a simplified formula to calculate the sample size. This formula was used to calculate the sample sizes with a 95% confidence level and 5% of precision level was assumed and the study's sample size was 80.4%.

$$n = \frac{N}{1+(N)(e)^2}$$

When: -

N = the total population

n = the sample from the population

e = the error term, which is 5 % (i.e. at 95% confidence interval)

$$n = \frac{97}{1+(97)(0.05)^2} = 78$$

In these all ten woredas there are 36 males and 61 females. Totally there are 97 employees. From among this number, 78(80.4%) employees were selected using the above formula. To determine the sample size of population, the following formula is used.

$$nk = (n/N) Nk$$

When: - nk = the sample size for kth strata

Nk = the population size of kth strata

N =the total population size

n = the total sample size

**Table3.1. Population and Samples from each Woredas**

No	Name of woredas	Respondents					
		Population(N)			Sampling size <b>n</b> (80.4%)		
		M	F	T	M	F	T
1	Woreda1	5	5	10	4	4	8
2	Woreda2	2	8	10	2	6	8
3	Woreda3	4	8	12	3	6	9
4	Woreda4	2	9	11	2	7	9
5	Woreda5	5	4	9	4	3	7
6	Woreda6	3	6	9	2	5	7
7	Woreda7	3	2	5	3	2	4
8	Woreda8	5	6	11	4	5	9
9	Woreda9	3	6	9	2	5	7
10	Woreda10	4	7	11	3	6	9
Total		36	61	<b>97</b>	29	49	<b>78</b>

**Source: Own survey, 2021**



### **3.6 Sampling technique**

Stratified sampling technique was used to select the sampled employees from each stratum/woredas. According to different literatures, stratified sampling is a probability sampling technique where the researcher divides the entire population into different subgroups or strata/woredas, and then randomly selects the final subjects proportionally from each stratum. Since, the researcher wanted to assess the effect of employees' organizational commitment in Addis Ketema Sub City Ten Woredas Labor and social affairs service office, it is reasonable to use stratified sampling technique. Thus, the researcher used a proportionate stratified sampling technique and respondents were selected randomly.

### **3.7. Variables in the study**

#### **3.7.1. Dependent variables**

The dependent variable of the study was organizational commitment with the three components affective commitment, continuance commitment and normative commitment.

#### **3.7.2. Independent variables**

The independent variables of the study were intrinsic and extrinsic job satisfaction.

### **3.8. Data gathering instruments.**

Close ended questionnaires were used as instrument of data collection tools. The close-ended questionnaires could be administered to groups of people simultaneously, since they were less costly and less time consuming than other measuring instruments. The questionnaire was adapted from previous similar studies and modified based on the research questions. It incorporates closed ended type of questions and comprises three parts: the first part includes demographic characteristics. The second part was job satisfaction scale (intrinsic and extrinsic factors) and the third part was organizational commitment (AC, CC and NC). Under job satisfaction scale (intrinsic and extrinsic factors), there were a total of 20 questions and under organizational commitment 24 questions with total of 44 questions. Respondents will be asked to indicate the extent to which they agree or disagree with each item using of five point likert scale labeled;

(1=strongly disagree, 2 = disagree, 3 = neither agree or disagree, 4 = agree, 5 = strongly agree).

### 3.9. Reliability test

Cronbach alpha is often used to measure the reliability for a set of two or more constructs where the alpha coefficient value may be ranging between 0 and 1 with higher values indicating higher reliability among the indicators. It is used to assess internal consistency of a questionnaire (a survey) that is made up of multiple likert type scales and items. According to the reliability of the questionnaires used by the present study, they have been tested using Cronbach alpha. As indicated in table: 3.2 the SPSS result shows that the questionnaire's reliability is  $\alpha = 0.938$  and hence it is highly reliable.

<b>Table: 3.2 Reliability table</b>		
Scale	Number of items	Cronbach Alpha
Intrinsic Factors	10	0.940
Extrinsic factors	10	0.936
affective commitment	8	0.942
Continuance commitment	8	0.938
Normative commitment	8	0.934

**Source: own survey 2021**

### 3.10. Data Analysis Techniques

In this study descriptive statistics were used at the first stage of the data analysis to describe the demographic variables, the intrinsic and extrinsic job satisfactions; and organizational commitment variables. The researcher used Pearson's product moment correlation method to show the dependent and independent variables. The researcher used also multiple linear regression analysis to show the effect of the independent variables on the dependent variables. The collected data was encoded and analyzed using Statistical Package for Social Science (SPSS) computer software program version 20.

## CHAPTER FOUR

### 4. Data presentation, Analysis and Interpretation

This chapter outlines the result of data analysis obtained from data collected from respondents.

#### 4.1 Response Rate of Respondents

In this study the researcher selected 78 respondents for questionnaires from academic employees and the respondents are used for analysis.

The response rate was 93.6% since from the total 73 respondents 5 were not replied.

#### 4.2. Demographic characteristics of sample population

**Table 4.1 Background characteristics of sample population**

<b>Characteristic</b>	<b>Number</b>	<b>Percentage</b>
<b>Sex</b>		
Male	27	37
Female	46	63
Total	73	100.0
<b>Age</b>		
Below 25 Years	19	26
25 up to 35	50	68.5
36 up to 45	4	5.5
Above 45	0	0
Total	73	100.0
<b>Educational Qualification</b>		
Diploma	8	10.9
Bachelor's Degree	64	87.7
Masters and above	1	1.4
Total	73	100.0
<b>Years of Service</b>		
Below 1 Year	2	2.7
1 up to 4 Years	56	76.7

5 up to 10 Years	10	13.7
Above 10 Years	5	6.9
Total	73	100.0
<b>Salary</b>		
2501 up to 3500	9	12.3
3501 up to 4500	35	47.9
Above 4501	29	39.8
Total	73	100.0

**Source: Own survey,2021**

Table 4.1 above, 37% of the respondents was males and the remaining 63% were females. This shows that the proportion of female employees is greater than male employees. From these it is easily to understand, the respondents' gender distribution has been dominated by female. Table 4.1 depicts age distribution of the respondents based on that 26 % of the respondents are below 25, 68.5% are within the age group of 25-35 and the remaining 5.5 % respondents represent the age group of 36-45 years. This indicates that most of the employees are young which implies the organization employment trend focuses on new and young employees.

Table: 4.1 show that, the educational qualification sample populations were classified in to three categories, ranging from diploma to highest academic qualification. Table 4.1 displays the different levels of educational qualification along with their corresponding percentage. The highest share of the sample holds Bachelor's Degree (87.7 %) followed by Diploma (10.9%) and Masters and above holders (1.4%). This indicates that the majority of sample respondents are Bachelors' Degree holders. This shows that all woreda recruits fresh graduates from higher education institute or universities. Above table 4.1 shows, the majority of the respondents (76.7 %) are for 1 up to 4 years, 13.7% worked for 5-10 years, and 6.9% worked for above 10 years and the remaining 2.7 % worked for below 1 year. As table 4.1 shows, 12.3% within birr 2501-3500, 47.9% within birr 3501-4500 and the remaining 39.8% of the respondents are above 4501 birr. Based on the data most of the employee's salary is above 3500 birr.

### 4.3. Descriptive results of variables

	N	Mean	Std. Deviation
Intrinsic	73	2.956	.77344
Extrinsic	73	2.8615	.66366
AC	73	2.8011	.65698
CC	73	2.9489	.65204
NC	73	2.9432	.60199

**Source: Own survey, 2021**

As depicted on the above table 4.2, the independent variables Intrinsic and Extrinsic job satisfaction mean value have  $M=2.956$ ; and  $M=2.8615$ , respectively. This means the respondents generally are neutral (neither agree nor disagree to the item indicated). Based on related review literature, a company with satisfaction is close to the neutral state typically has an employee who has the greatest tendency to be satisfied as they are in the undecided state. These employees are doing to get just earn to live. However, if the organization takes remedial actions to fully satisfy them, it is easy to convert them to fully satisfied (Maylett&warner, 2014). The mean value of  $AC=2.8011$ ;  $CC =2.9489$  and  $NC =2.9432$ , this indicates that the respondents have below average feeling or they tended reply neither agree nor disagree. This point requires attention as respondents are average.

### 4.4. Correlation between Commitment and its Drivers (Intrinsic & Extrinsic)

		Intrinsic	Extrinsic	AC	CC	NC
Intrinsic	Pearson Correlation	1	.605**	.621**	.767**	.712**
	Sig. (2-tailed)		0	0	0	0
	N	73	73	73	73	73
Extrinsic	Pearson Correlation	.605**	1	.388**	.438**	.420**
	Sig. (2-tailed)	0		0	0	0

	N	73	73	73	73	73
AC	Pearson Correlation	.621**	.388**	1	.667**	.452**
	Sig. (2-tailed)	0	0		0	0
	N	73	73	73	73	73
CC	Pearson Correlation	.767**	.438**	.667**	1	.694**
	Sig. (2-tailed)	0	0	0		0
	N	73	73	73	73	73
NC	Pearson Correlation	.712**	.420**	.452**	.694**	1
	Sig. (2-tailed)	0	0	0	0	
	N	73	73	73	73	73

**Source : Own survey, 2021**

Correlation is primarily concerned with finding out whether a relationship exists and with determining its magnitude and direction. The Pearson product moment correlation coefficient (commonly called Pearson correlation coefficient) measures the strength and direction of relationship between variables. Its value lies between -1 and 1 inclusive. A correlation of 1 indicates perfect positive relationship, While -1 indicates perfect negative relationship. Breaking down the strength of the relationship into three parts: value of  $r = \pm 0.1$  to  $\pm 0.29$  represent a weak relationship,  $r = \pm 0.3$  to  $\pm 0.49$  represent a medium relationship and  $r = \pm 0.5$  to  $\pm 1$  indicate a strong relationship (Jerzy, Stetanowski, Lecture SE 2013, Poznan’).

#### **4.5 Tests of Assumptions of Regression Analysis**

According to Field (2009) to run a linear regression, checking critical assumptions is essential and it is helpful to draw conclusion about the population under study. In this regard, normality of the residuals variables Homoscedasticity and Multi collinearity between variables were checked, and the results presented as follows.

### 4.5.1 Multi Collinearity

According to Saunders (2009), most regression programs can compute variance inflation factors (VIF) for each variable and as a rule of thumb; VIF above 5.0 suggests problems with multi collinearity. Field (2009), also underline that, values for “Tolerance” below 0.1 indicate serious problems, although several statisticians suggest that values for “Tolerance” below 0.2 are worthy of concern. Accordingly, as we seen in the below collinearity table, table 4.4, multi collinearity is not the problem of this model, because VIF (variance inflation factor) of the model is well less than 5.0 and the tolerance is not less than 0.10. The value of VIF ranges, between 1.465 to 3.666 and the tolerance of the variables ranges between .295 and.460. Therefore, the variables are not overlapped and they are free from collinearity effect which possibly hinders the prediction ability of the model.

**Table 4.4. Test of Multi Collinearity**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
AC	0.460	1.885
CC	0.284	1.465
NC	0.295	3.666
a. Predictors: (Constant), Extrinsic, Intrinsic b. Dependent Variable: AC, CC and NC		

**Source: Own survey, 2021**

### 4.5.2 Linear regression analysis

Linear regression analysis is the art and science of fitting straight lines to patterns of data. In a linear regression model, the variable of interest (the so-called “dependent” variable) commitment is predicted from k other variables (the so-called “independent” variables) job satisfaction using a linear equation. If Y denotes the dependent variable, and X1, ..., Xk, are the independent variables, then the assumption is that the value of Y at time t (or row t) in the data sample is determined by the linear equation  $Y = 0.671 + 0.712X_1 + (-0.0306X_2)$ ,  $Y = 0.671 + 0.712(\text{intrinsic}) + (-0.0306 \text{ extrinsic})$ . where the betas are constants and the epsilons are independent and identically distributed normal random variables with mean zero (the “noise” in the system).  $\beta_0$  is the so-called intercept of the model the expected value of Y when all the X’s are zero and  $\beta_i$  is

the coefficient (multiplier) of the variable  $X_i$ . The betas together with the mean and standard deviation of the epsilons are the parameters of the model (Galton, 1877).

### **4.5.3 Normality**

As Field (2009), noted, the assumption of normality is important in research while using regression and helpful to generalize the results of the analysis beyond the sample collected. Accordingly, among several ways to check for the normality assumptions for linear regression analysis, it is advisable to inspect to see if a distribution is normal through a P-P plot (probability-probability plot). Therefore, to establish the validity of these assumptions, the researcher also checks for the normality for the residuals with bivariate through P-P plot as follows. The straight line in this plot represents a normal distribution, and the points represent the observed residuals. Therefore, in a perfectly normally distributed data set, all points will lie on the line (Field, 2009).

### **4.6. Multiple Regression Analysis**

In the multiple linear regression such as this, where there are two predictor variables, thus adjusted R-square represents the proportion of variance accounted for in the dependent variable (NC) by the predictor variables (intrinsic and extrinsic ).In the below table 4.5, the multiple correlation coefficient is 0.824, R-square is 0.679 and adjusted R-square is 0.671. For this sample, the predictors ( intrinsic and extrinsic variables) have explained 67.1% of the variance in the dependent variables of NC.

The independent variables are two (intrinsic and extrinsic) in the regression model below table 4.5, thus adjusted R-square represents the proportion of variance accounted for in the dependent variable (CC) by the predictor variables (intrinsic and extrinsic ). For this analysis, the multiple correlation coefficient is 0.768, R-square is 0.589 and adjusted R-square is 0.580. For this sample, the predictors ( intrinsic and extrinsic variables) have explained 58.0% of the variance in the dependent variables of CC. The analysis revealed that data in this study fits the model well. For this analysis, the multiple correlation coefficient = 0.622, R-square = 0.386 and adjusted R-square = 0.372. Thus, for this sample, the predictors (intrinsic and extrinsic variables) have explained 37.2% of the variance in the dependent variables of AC.



<b>Table4.5.Model Summary for dependent variable Commitment</b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
AC	.622 <sup>a</sup>	.386	.372	.52068	2.106
CC	.768 <sup>a</sup>	.589	.580	.42268	1.719
NC	.824 <sup>a</sup>	.679	.671	.49297	1.981
a. Predictors: (Constant), Extrinsic, Intrinsic					
b .Dependent Variable: AC, CC and NC .					

**Source: Own survey, 2021**

#### **4.7 Coefficients for dependent variable Commitment**

The Coefficients below (table4.6) presents the standardized Beta coefficient between the predictor variables (intrinsic and Extrinsic) and the dependent variable Ac. The Beta coefficient is shown to be positive and statistically significant at the 0.01 level under the intrinsic Variable. Thus, the higher intrinsic, the higher Ac, Beta = 0.610, t = 5.719, p<0 .01. In the extrinsic variable, the Beta coefficient is positive (Beta=0.019), t=0.176 but the p value is greater than 0.01(0.860>0.01) this indicates that the higher extrinsic, the higher AC.

The Coefficients table4.6.presents the standardized Beta coefficient between the predictor variables (intrinsic and Extrinsic) and the dependent variable CC. The Beta coefficient is shown to be positive and statistically significant at the 0.001 level under the intrinsic Variable. Thus, the higher intrinsic, the higher CC, Beta = 0.792, t = 9.074, p<0. 001. But in the extrinsic variable, the Beta coefficient t are positive (Beta= 0.041, t= 0.466) and the p value is greater than 0.001(p>0.001), this indicates that the higher extrinsic, the higher CC.

The Coefficients table 4.6, presents the standardized Beta coefficient between the predictor variables (intrinsic and Extrinsic) and the dependent variable NC. The Beta coefficient is shown to be positive and statistically significant at the 0.001 level under the intrinsic Variable. Thus, the higher intrinsic, the higher NC, Beta = 0.856, t = 11.086, p<0 .001. In the extrinsic variable, the Beta coefficient and t are positive (Beta= 0.055, t= 0.714) and the p value is greater than 0.001(0.477>0.001), this indicates that the higher extrinsic, the higher NC.

<b>Table 4.6. Coefficients for dependent variable Commitment</b>						
Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
AC	(Constant)	1.095	.286		3.837	.000
	Intrinsic	.518	.091	.610	5.719	.000
	Extrinsic	.019	.106	.019	.176	.860
CC	(Constant)	.955	.232		4.118	.000
	Intrinsic	.667	.074	.792	9.074	.000
	Extrinsic	0.040	.086	0.041	0.466	.642
NC	(Constant)	0.031	.270		0.115	.909
	Intrinsic	.951	.086	.856	11.086	.000
	Extrinsic	0.071	.100	0.055	0.714	.477
a. Predictors: (Constant), Extrinsic, Intrinsic						
b. Dependent Variable: AC, CC and NC						

**Source: Own survey, 2021**

The above table shows the individual beta values of each independent variable. The beta value shows the effect of each independent variable on the dependent variable. The beta value of intrinsic is ( $\beta = 0.518$ ) which shows that by keeping other factors constant, 1 unit change in intrinsic will cause a 0.518-unit positive change in AC. And it is statistically significant at  $p < 0.05$ . The beta value of Extrinsic is ( $\beta = 0.019$ ) which shows that by keeping other factors constant, 1 unit change in Extrinsic will cause a 0.019 unit positive change in AC. The beta value of intrinsic is ( $\beta = 0.667$ ) showing that 1 unit change in intrinsic will cause a 0.667 units' positive change in CC. And it is statistically significant at  $p < 0.05$ , keeping other factors constant. The beta value of Extrinsic is ( $\beta = 0.04$ ) showing that 1 unit change in Extrinsic will cause a 0.04 units' positive change in CC. The beta value of intrinsic is ( $\beta = 0.951$ ,  $p < 0.05$ ) and significant, showing that 1 unit change in intrinsic will cause a 0.951 units' positive change in NC. The beta value of Extrinsic is ( $\beta = 0.071$ ) showing that 1 unit change in Extrinsic will cause a 0.071 units' positive change in NC.

Testing the hypothesis formulated at the discussion of the job satisfaction model using the Coefficients table above, we can deduce the following about drivers of job satisfaction that are intrinsic and extrinsic.

**Hypothesis 1:** There is a relationship between intrinsic job satisfaction and AC, CC and NC.

The beta value between intrinsic job satisfaction and commitment (affective, continuance and normative commitment) is positive and statistically significant (( $r = 0.621$ ,  $\beta = 0.610$  and  $p < 0.01$ ), ( $r = 0.767$ ,  $\beta = 0.792$  and  $p < 0.01$ ) and ( $r = 0.712$ ;  $\beta = 0.856$ ,  $p < 0.01$ ) respectively. This means that as intrinsic job satisfaction increases, so do the three commitments. This doesn't imply causality. The significant relationship merely indicates that AC, CC and NC and intrinsic job satisfaction variables co vary. As a result, the null hypothesis was rejected and the alternative was accepted.

**Hypothesis 2:** There is a relationship between extrinsic job satisfaction and AC, CC and NC.

The beta value between extrinsic job satisfaction and commitment (affective, continuance and normative) is positive and statistically significant (( $r = 0.388$ ,  $\beta = 0.019$ ,  $p < 0.01$ ), ( $r = 0.438$ ,  $\beta = 0.041$ ,  $p < 0.01$ ) and ( $r = 0.420$ ,  $\beta = 0.055$ ,  $p < 0.01$ )) respectively. This means that as extrinsic job satisfaction increases, so do the three commitments, even if the correlation is not as strong as that of intrinsic job satisfaction and AC, CC and NC. This doesn't imply causality. The significant relationship merely indicates that the two variables co varies. As a result, the null hypothesis was rejected and the alternative was accepted.

**Hypothesis 3:** intrinsic job satisfaction is the most influential factors of employees' organizational commitment in sectors.

From the above table, the beta value between intrinsic job satisfaction and AC, CC and NC is higher than that of extrinsic job satisfaction and AC, CC and NC. As a result, the null hypothesis was accepted and the alternative was rejected.

#### **4.8. Discussion of results**

With respect to this study finding obtained from the analysis of overall result, the following major conclusions were drawn in such a way.

The finding of this research provides that job satisfaction highly associated with organizational commitment in the studied organizations. In the context of this research administrator's focus on matters related to employees satisfaction. This situation posits that the capability of administrators to provide sufficient intrinsic satisfaction and extrinsic satisfaction may enhance employee commitment to support organizational goal and strategies.

The study reveals that majority of the respondents were young and their level also 1 to 4 years of experience with first degree qualification.

From the correlation analysis intrinsic job satisfaction has the highest correlation with continuance commitment,  $r=0.767$  and the extrinsic job satisfaction has also the highest correlation with continuance commitment with  $r=0.438$ . This implies that the analysis demonstrates a positive and significant effect of job satisfaction on each level of organizational commitment. Furthermore, from the regression analysis the model is summarized that it fits at 95% confidence interval. Hence, intrinsic job satisfaction is the most significant predictors of organizational commitment in all levels at  $p<0.05$  than extrinsic job satisfaction. Thus, the value of organizational commitment increases with every change of intrinsic job satisfaction in each Beta coefficient. Ismail (2016) studied that intrinsic job satisfaction is significantly associated with organizational commitment ( $\beta=0.248$ ;  $t=2.673$ ) and extrinsic job satisfaction is significantly associated with organizational commitments ( $\beta=0.437$ ;  $t=4.222$ ). The result confirms that intrinsic job satisfaction and extrinsic job satisfaction is an important determinant of organizational commitments.

The results of study have shown that inadequate applications are among the main reasons of lack organizational commitment of employees. Satisfaction with work, satisfaction with pay and incentives, satisfaction with opportunities for growth, progress and career advancement, satisfaction with the style of leadership and supervision, satisfaction with the work group and social relations between employees, and satisfaction with work conditions such as safety, healthy and stability, all these factors have shown very significant impact on the level of organizational

commitment. Therefore, the management of any organizations should consider these factors and give serious attention to improve their application, due to their positive impact on the organizational commitment. Intrinsic job satisfaction increases, so do the three commitments. This doesn't imply causality. The significant relationship merely indicates that AC, CC and NC and intrinsic job satisfaction variables co vary. As a result, the null hypothesis was rejected and the alternative was accepted.

The results of this study are in accordance to prior research Saeed and Farooqi (2014), the impact of job satisfaction on organizational commitment was studied. Which further supported that nature of the work is significantly related to employee satisfaction. The study was conducted in the University of Gujrat, Pakistan and a sample of 171 faculty members was selected. For many employees, attitude towards work is shaped by the view that work is a source of identity, self-respect, status and a crucial element of a meaningful life, offering secure, predictable and increasing rewards for effort which lead to increasing power and control (Priebe, Warner, Hubschmid, and Eclde, 1998). When the job performed by an employee is perceived to be important, this will increase satisfaction level. Work challenges let employees utilize their skills, knowledge and intelligence to deal with complexities involved in their job, as researched by Yoav Ganzach (1998).

According to Mayer and Botha (2004), in most South African companies there is a low level of employee job satisfaction, resulting in a lack of commitment to performance and the achievement of organizational goals. This implies that job satisfaction affects employees' organizational commitment.

Meyer and et al. (1993) in a study of 1000 randomly selected registered nurses found that job satisfaction was positively correlated with affective commitment and normative commitment but negatively correlated with continuance commitment. For instance, Getahun, *et al* (2008), Judge (2004), Lambert (2004) discovered a positive associated between job satisfaction and organizational commitment.

## CHAPTER FIVE

### 5. Summary of major findings, Conclusion and Recommendation

#### 5.1 Summary of major findings

According to the findings majority of the respondents, 63% of the respondents were females and the remaining 37% were males. This shows that the proportion of female employees is greater than male employees. From these it is easily to understand, the respondents' gender distribution has been dominated by female. Age distribution of the respondents based on that 26 % of the respondents are below 25, 68.5% are within the age group of 25-35 and the remaining 5.5 % respondents represent the age group of 36-45 years. This indicates that most of the employees are young which implies the organization employment trend focuses on new and young employees.

The educational qualification sample populations were classified in to three categories, ranging from diploma to highest academic qualification. The highest share of the sample holds Bachelor's Degree (87.7 %) followed by Diploma (10.9%) and Masters and above holders (1.4%). This indicates that the majority of sample respondents are Bachelors' Degree holders. This shows that all woreda recruits fresh graduates from higher education institute or universities. Above table 4.1 shows, the majority of the respondents (76.7 %) are for 1 up to 4 years, 13.7% worked for 5-10 years, and 6.9% worked for above 10 years and the remaining 2.7 % worked for below 1 year. Based on salary, 12.3% within birr 2501-3500, 47.9% within birr 3501-4500 and the remaining 39.8% of the respondents are above 4501 birr. Based on the data most of the employee's salary is above 3500 birr.

The beta value between intrinsic job satisfaction and commitment (affective, continuance and normative commitment) is positive and statistically significant (( $r = 0.621$ ,  $\beta = 0.610$  and  $p < 0.01$ ), ( $r = 0.767$ ,  $\beta = 0.792$  and  $p < 0.01$ ) and ( $r = 0.712$ ;  $\beta = 0.856$ ,  $p < 0.01$ ) respectively. This means that as intrinsic job satisfaction increases, so do the three commitments. This doesn't imply causality. The significant relationship merely indicates that AC, CC and NC and intrinsic job satisfaction variables co vary. As a result, the null hypothesis was rejected and the alternative was accepted.

The beta value between extrinsic job satisfaction and commitment (affective, continuance and normative) is positive and statistically significant (( $r = 0.388$ ,  $\beta = 0.019$ ,  $p < 0.01$ ), ( $r = 0.438$ ,  $\beta = 0.041$ ,  $p < 0.01$ ) and ( $r = 0.420$ ,  $\beta = 0.055$ ,  $p < 0.01$ )) respectively. This means that as extrinsic job

satisfaction increases, so do the three commitments, even if the correlation is not as strong as that of intrinsic job satisfaction and AC, CC and NC. This doesn't imply causality. The significant relationship merely indicates that the two variables co varies. As a result, the null hypothesis was rejected and the alternative was accepted.

The correlation between intrinsic job satisfaction and AC, CC and NC is higher than that of extrinsic job satisfaction and AC, CC and NC. As a result, the null hypothesis was accepted and the alternative was rejected. Extrinsic job satisfaction increases, so do the three commitments, even if the correlation is not as strong as that of intrinsic job satisfaction and AC, CC and NC.

## **5.2. Conclusion**

The conclusions presented in this chapter are the outcomes of the findings and the statistical analysis of the empirical results. The general objective of this study was to assess the effect of intrinsic and extrinsic job satisfaction on employees' organizational commitment in Addis Ketema Sub City Ten Woredas labor and social affairs service office. Therefore, this study was deemed to fill the gaps by identifying and assessing the effects of job satisfaction on organizational commitment, and shed light on competent employees that affect their performance and productivity. A pre-coded close ended patented questionnaire using the 5 point Likert scale was administered to the target population. There were two sections in the questionnaire, namely, one on demographical data and the other on Spector's patented questionnaire on job satisfaction and organizational commitment. There was a significant 96% response rate which was largely due to the fact that the personal method was used in the data collection. The collected data was encoded and analyzed using Statistical Package for Social Science (SPSS) computer software program version 20. From the correlation analysis intrinsic job satisfaction has the highest correlation with continuance commitment,  $r=0.767$  and the extrinsic job satisfaction has also the highest correlation with continuance commitment with  $r=0.438$ . This implies that the analysis demonstrates a positive and significant effect of job satisfaction on each level of organizational commitment. Intrinsic job satisfaction is the most significant predictors of organizational commitment in all levels at  $p<0.05$  than extrinsic job satisfaction. Thus, the value of organizational commitment increases with every change of intrinsic job satisfaction in each Beta coefficient.

### **5.3 Recommendation**

In the context of Addis ketema subcity ten woredas labor and social affairs service office both intrinsic and extrinsic job satisfaction should be developed for the attainment of good commitment. Hence, it would also be beneficial for future research to consider the following suggestions.

- ❖ Enhancing the culture of not leaving work (turnover), and loyalty to the organization by paying attention to the development of employees in different ways and modern methods, which increases the satisfaction of employees and motivate them to stay in their work, which reflect their work satisfaction and then improve their organizational commitment.
- ❖ To enlarge the large sample size by grasping other organizations so as to get detail information and to show an insight relationship between job satisfactions and each commitment level.
- ❖ Develop a special system that addresses the problems of employees and their complaints by implement methods, mechanisms and procedures and thus work on solving these problems, which increases their satisfaction and loyalty toward their organization.
- ❖ Increase other predictors so as to bring better result of commitment. This is because level of commitment should need depth studies to identify factors of commitment, such as job control.
- ❖ Improve the work environment, by make sure all the needed tools and facilities to perform the work are available, which will positively affect the employee's performance level, and enhance the employee's organizational commitment.
- ❖ Work to develop the abilities and skills of employees in all organizations, as well as work to enrich their knowledge and information in their fields, which will directly affect their satisfaction level, and then improve their organizational commitment.
- ❖ Develop a special system that addresses the problems of employees and their complaints by implement methods, mechanisms and procedures and thus work on solving these problems, which increases their satisfaction and loyalty toward their organization.
- ❖ Top management of those organization/woredas needs to design a remuneration package that satisfies their employee's expectations, in that it is fair, equitable and free of bias.



## References

- Aktaruzzam, M., Clement, K.C., & Hassan, F.M. (2011). 'Job satisfaction among teachers of technical training centers in Bangladesh'. *Academic Research International Journal*, 1(2).
- Arthur, D. (2001). *The Employee Recruitment and Retention Handbook*. New York: American Management Association.
- Aydogdu, S., & Asikgil, B., (2011). An empirical study of the relationship among job satisfaction, organizational commitment and turnover intention, Turkey. *International Review Management Market*, 1(3):43-53.
- Balkunki, P., & Harrison, D. A. (2006, February). 'Ties, leaders, and time in teams: strong inference about network structure's effects on team viability and performance.' *Academy of Management Journal*, 49-68.
- Bateman, T. S., (1984). 'A Longitudinal Analysis of the Antecedents Organizational Commitment.' *Academy of Management Journal*, 27 (1), 95-112.
- Bagraim, J.J. (2003). The nature of measurement of multiple commitment foci amongst South African knowledge workers. *Management Dynamics*, 12(2), 13-23.
- Bateman, T. & Strasser, S. (1984) 'A longitudinal analysis of the antecedents of organizational commitment.' *Academy of Management Journal*, 21, 95-112.
- Beach, D., (1998). *Personnel/ the Management of people at work*. Macmillan Publishing Company New York, USA. P- 320.
- Biggam, J. (2008). *Succeeding with your Master's Dissertation: A step-by-step handbook*. London: McGraw Hill.
- Brief, A. P. (1998), *Attitudes in and Around Organizations*, California: SAGE Publications.

- Brown, S. P., Peterson R., A., (1993). 'Antecedents and consequences of salesperson job satisfaction: Meta-analysis and assessment of causal effects.' *Journal of Marketing Research*, 30(1), 63–77.
- Camp, S.D., (1993). 'Assessing the Effects of Organizational Commitment and Job Satisfaction on Turnover: An Event History Approach.' *The Prison*
- Chao, K., (2008). 'Relationship among organizational commitment, job characteristics, job satisfaction, and turnover intention within kindergartens.' *An empirical study in Malaysia*, 44(1):179-204.
- Cohen, A. (1996). On the discriminate validity of the Meyer and Allen measure of organizational commitment: How does it fit with the work commitment construct? *Educational and Psychological Measurement*, 56, 494-503.
- Dubinsky, A. J., & Hartley, S. W. (1990). 'Antecedents of retail salesperson performance: A path-analytic perspective.' *Journal of Business Research*, 14(3), 253– 68.
- Dunham, R., Grube, J., & Castaneda, M. (1994). Organizational commitment: The utility of an integrative definition. *Journal of Applied Psychology*, 79, 370-380.
- Feinstein, A. H., and Vondrasek D., (2006) 'A Study of Relationship between Job Satisfaction and Organizational Commitment among Restaurant Employees.
- Freund A., (2005) 'Commitment and Job Satisfaction as Predictors Turnover Intentions among Welfare Workers.' *Administration in Social Work*, 29(2), 5-21.
- Getahun. S., B., Sims, and Hummer D., (2007). 'Job Satisfaction and Organizational Commitment among Probation and Parole Officers: A Case Study.' *A Professional Journal*, 3(1). Retrieved on January 22, 2017 from <http://www.picj.org/docs/issue5.html>.
- Griffin, M. A., Patterson, M. G., & West, M. A. (2001, June 26). 'Job satisfaction and teamwork: the role of supervisor support.' *Journal of Organizational Behavior*, 537-550

- Gunlu Ebru, Aksarayli, Mehmet and Percin Sahin, (2009). Job satisfaction and organizational commitment of hotel managers in Turkey, *International Journal of Contemporary Hospitality Management*, 22 (5), 693-717.
- Henry J., Casius D, and Jared M., (2013) Perceived Job satisfaction and its impact on Organizational Commitment: An empirical study of public secondary school teachers in Dodoma, Tanzania. *Journal of Business and Management*, 41-52 13, (3). Available on [www.iosrjournals.org/html](http://www.iosrjournals.org/html)
- Herzberg, F, Mausner B., Snyderman B., (1959). *The motivation to work*. New York Wiley. p. 157.
- Hunt, S. D., & Morgan, R., M. (1994). 'Organizational Commitment: One of Many Commitments or Key Mediating Construct?' *Academy of Management Journal*, 37, 1568 1587. Retrieved on February 2, 2017 from <http://www.jstor.org/stable/234799>.
- Iverson, R. D., & Buttigieg, D. M. (1999). Affective, normative and continuance Commitment: can the. right kind. of commitment be managed? *Journal of Management Studies*, 36(3), 307-333.
- Jasmine, S. (2010) *Organizational commitment and job satisfaction: a study of employees in the information technology industry in Bangalore, India*. (Unpublished dissertation in degree of doctor of philosophy Lynn University).
- Khaleque, A., & Choudhary, N. (1984). 'Job facets and overall job satisfaction of industrial managers.' *Indian Journal of Industrial Relations*, 20, 55-64.
- Khalid, S, Irshad Z, Mahmood, B., (2012). 'Job satisfaction among academic staff: A comparative analysis between public and private sector universities of Punjab, Pakistan.' *International Journal Business Management*, 7(1):126-136. Retrieved on January 15, 2017 from <http://eujournal.org/index.php/Kim/html>
- Khamis Kamarul Azman et al (2012). Job satisfaction related with organizational commitment: a study on bank employees at Northern region, Malaysia, *Elixir Social Science* 48, 9206-9211

- Khan, I., Mumtaz, A., Danial H., Ahmad B., (2011). Effects of HR practices on job satisfaction of university teacher: Evidence from Universities in Pakistan. *Ind. Eng. Lett.* 1(3):10-17.
- Khan I., Mumtaz, A., Danial, H., Ahmad B., (2013) ‘the effects of organizational commitment and job satisfaction on the intention to leave (ITL) of academicians’ in
- Kipkebut, D.J., (2010) *Organizational Commitment and Job satisfaction in higher educational institutions: The Kenya case.* (Unpublished PHD Thesis in Human resource management).
- Kim, S. (2002). *Organizational Support of Career Development and Job Satisfaction; a Case Study of the Nevada Operations Office of the Department of Energy.* *Review of Public Personnel Administration*, 22 (4), 276-294.
- Locke, E. A., (1969). What is Job Satisfaction? *Organizational Behavior & Human Performance*, 4 (4), 309-336.
- Lund, D., (2005) ‘Organizational culture and job satisfaction.’ *Journal of Business and Industrial Marketing*, 18, 219-236.
- Malik, M., Ehsan, Nawab S., and Naeem B., (2010) *Job Satisfaction and Organizational Commitment of University Teachers in Public Sector of Pakistan:International Journal of Business and Management*, 5(6). Retrieved on November 25, 2016 from <http://eujournal.org/index.php/esj/article/malikjournals/htm>
- Mangi, B.,(2011). A study of job satisfaction among Non-Ph.D faculty in Universities. *Australian Journal of Business Management Research*, 1(7):83-90.
- Mannheim, B., Baruch Y., and Tal J., (1997) ‘Alternative Models for Antecedents and Outcomes of Work Centrality and Job Satisfaction of High-Tech Personnel.’ *Human Relations*, 50(12), 1537-1562.
- Maslow, A. H. (1970). *Motivation and personality* Second Edition. New York: Harper & Row.
- Maxwell, S., & Delaney, H. D. (2004). *Designing Experiments and Analyzing Data: A model comparison perspective* (2<sup>nd</sup> Ed.). Mahwah, New Jersey: Lawrence Erlbaum Associates.
- Mayer, M. & Botha, E. (2004). *Organizational Development and Transformation in South Africa.* Second Edition. Durban: Lexis Nexis Butterworth.

- Meyer, J., P., Becker T., E. (2004) 'Employee commitment and motivation: a conceptual analysis and integrative model.' *Journal of Applied Psychology*, 89(6), 991-1007.
- Meyer, J., P., (1997). *Commitment in the Workplace - Theory, Research, and Application*. Thousand Oaks, CA: SAGE Publications, Inc.
- Meyer, N J., & Allen, N. (1997). *Commitment in the Workplace*. Thousand Oaks, CA Sage Publications.
- Meyer, J.P., & Allen, N., J. (1984). 'Testing the "Side-Bet Theory" of Organizational Commitment: Some Methodological Considerations.' *Journal of Applied Psychology*, 69(3) 372-378.
- Mowday, R., T., Porter, L. W., & Steers, R. M. (1981). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. New York: Academic Press.
- Murray, R., A., (1999). *Job Satisfaction of professional and paraprofessional library staff at the University of North Carolina at Chapel Hill, USA*. Retrieved from <http://www.ils.unc.edu/~murr/satisfaction.pdf.html>
- Norizan, I., (2012) *Organizational commitment and job satisfaction among staff of higher learning education institutions in Kelantan. (Thesis on Master of human resource management in Universiti Utara Malaysia)*. Retrieved on January 12, 2017 from [http://etd.uum.edu.my/3003/1/Norizan\\_Ismail.pdf](http://etd.uum.edu.my/3003/1/Norizan_Ismail.pdf)
- O'Leary, S., P., (2004). *Organizational Commitment and Technical Workers in a Department of Defense Activity Center: A Correlation Study*. Doctoral Dissertation, University of Phoenix.
- Porter, L.W., Steers, R.M., Mowday, R.T., & Boulin, P.V. (1974). 'Organizational commitment, job satisfaction, and turnover among psychiatric technicians.' *Journal of Applied Psychology*, 59,603 609.
- Raymond Toga and Mjoli Q. Themba (2012). *The relationship between job involvement, job satisfaction and organizational commitment among lower-level employees at a motor-car manufacturing company in East London, South Africa*

- Reichers, A.E. (1985). 'A review and conceptualization of organizational commitment.' *Academy of Management Review*, 10, 465-476.
- Rehman, K., and et al, (2009) 'Effects of Job Satisfaction on Organizational Commitment: A Theoretical Model for Academicians in HEI of Developing Countries like Pakistan'. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 3 (1), 80–89. Retrieved on January 3, 2017 from <http://www.hrmars.com/khaliderhman/jsoc/1437.pdf>
- Saba I., (2011) 'Measuring the job satisfaction level of the academic staff.' *International Journal Academic Research of Business Society*, 1(1).Retrieved on November 27, 2016 from <http://etd.uum.edu.my/3723/ijarbs/sabai.htm>
- Sadri, G., & Bowen, R., C. (2011). 'Meeting employee requirements: Maslow's hierarchy of needs is still a reliable guide to motivating staff.' *Industrial Engineer*, 43 (10), 44-48.
- Schriesheim, Powers, Scandura, Gardiner, and Lankau, (1993), "Improving Construct Measurement in Management Research: Comments and a Quantitative Approach for Assessing the Theoretical Content Adequacy of Paper-and-Pencil Survey-Type Instruments", *Journal of Management*, 19(2): 385-417.
- Shore, L. M., & Wayne, S. J. (1993). 'Commitment and Employee Behavior: Comparison of Affective Commitment and Continuance Commitment with Perceived Organizational Support.' *Journal of Applied Psychology*, 78: 774-780. Retrieved on December 22, 2016 from [http://www-rohan.sdsu.edu/~lshore/reprints\\_pdf](http://www-rohan.sdsu.edu/~lshore/reprints_pdf)
- Shah M., (2012) 'The effects of teachers' collegiality on their organizational commitment in high- and low-achieving secondary schools in Islamabad, Pakistan.' *Journal on*.
- Smerek, R. E., & Peterson, M. (2007). Examining Herzberg's Theory: improving job satisfaction among non-academic staff at a university. *Research in Higher Education*, 48(2), 229-250.
- Sokoya, S.K. (2000) 'Personal predictors of job satisfaction for the public sector manager: Implications for Management practice and development in a developing Economy.' *The journal of Business in developing nation*, 4(1): Retrieved on February 4, 2017 from <http://www.ewp.rpi.edu/jbdm.html>.

- Somers, M., J., (1995) 'Organizational commitment, turnover and absenteeism: an examination of direct and interaction effects.' *Journal of Organizational Behavior*, 16 (1), 49-58.
- Spector, P., (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Thousand Oaks, CA: SAGE Publications.
- Staudt, M. (1997). Correlates of job satisfaction in school social work. *Social Work in Education*, 19(1) 43-52.
- Taro Yamane (1967). *Statistics: an introductory analysis*, Harber and Row, New York.
- Taylor, P.J., West G., & Pierce, J.L. (1999). Effects of introducing a performance management system on employees' subsequent attitudes and effort. *Public Personnel Management*, 28(3) 423-453.
- Tella, A., Ayeni, C., O., & Popoola, S., (2007). Work Motivation, job satisfaction and organizational commitment of Library personnel in Academic and Research Libraries in OYO State Nigeria. *Practice of Library and philosophy*.
- Ukaegbu, C., (2000) 'Working condition and employees' commitment in indigenous private manufacturing firms in Nigeria.' *The Journal of Modern Africa Studies*, 38 (2), 295-324.
- Volkwein, J. F., and Zhou, Y. (2003). Testing a model of administrative job satisfaction. *Research in Higher Education*, 44(2), 149–171.
- Weiner, Y. and Gechman (1977). Commitment in organizations: A normative view. *Academy of Management Review*, 7(2), 418-428.
- Wharton, A., & Baron J., (1991). Satisfaction? The psychological effects of sex segregation on women at work. *The Sociological Quarterly*, 12, 365-388.
- Wikipedia. (20013). Job satisfaction. Available on: [http://en.wikipedia.org/wiki/job\\_satisfaction.pdf](http://en.wikipedia.org/wiki/job_satisfaction.pdf) Accessed on January 2, 2017.
- Williams, L., J., & Hazer J., T., (1986) 'Antecedents and consequences of satisfaction and commitment in turnover models.' A reanalysis using latent variable structural equation models. *Journal of Applied Psychology*, 71(2), 219-231.
- Young, B., S., (2008) Organizational commitment among public service employees. *Public Personnel Management*, 27(3)339-345.

Yousef, D.A. (2002). Job satisfaction as a mediator of the relationship between role stressors and organizational commitment. *Journal of Managerial Psychology*, 17(4), 250-266.

Yücel İlhami (2012), Examining the Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention: An Empirical Study, *International Journal of Business and Management*, 7, (20), 44-58

## **APPENDIX 1**

### **ST. MARY'S UNIVERSITY**

#### **DEPARTMENT OF BUSINESS ADMINISTRATION**



#### **Questionnaires to be filled by employees'**

##### **Dear respondents**

This questionnaire is designed to collect information about the effect of job satisfaction on employee's organizational commitment in 10 Woredas labor and social affairs office employees. The information shall be used as a primary data in my study which I am conducting as a partial requirement of my study at St. Mary's University for completing my MBA under the College of Business and Economics. The information you provide will be valuable for the successes of the research project. Please be honest and *objective* while filling the questionnaire. The information you give is used only for academic purpose and will be kept confidential.

##### ***General Instructions***

- ✓ There is no need of writing your name
- ✓ In all cases where answer options are available please tick (✓) in the appropriate box.

Thank you for your cooperation and timely response in advance



Thank You.

**Part one– Demographic Information**

1. Gender            Male                Female
2. Age            below 25        25-35        36-45        above 45
3. Educational status Qualification
- Certificate                        Diploma
- Bachelor’s Degree                Masters and above
4. Years of service in the office/Woreda
- Less than one year        1-4 years        5-10 years        Greater than 10 years
5. Salary
- Below 500        500-2500        2501-3500        3501-4500        Above 4501

**Section Two – Please indicate the level of your satisfaction or level of agreement with the statement below.**

Whatever information you give me is strictly confidential and could be used for academic purpose only, so please respond honestly.

**Part two: Job satisfaction Questionnaires (MSQ)**

Please indicate the extent of your level of satisfaction or dissatisfaction with each statement as objectively as you can select from **1-5** by a tick mark (✓) in front of the following items regarding the following job satisfaction scales in your office.

**Keeping the statement in mind:**

- 1- **Very dissatisfied** means I am very dissatisfied with this aspect of my job.
- 2- **Dissatisfied** this means I am dissatisfied with this aspect of my job.

- 3- **Neither (Neutral)** which means I can't decide whether I am satisfied or not with this aspect of my job.
- 4- **Satisfied** means I am satisfied with this aspect of my job.
- 5- **Very satisfied** means I am very satisfied with this aspect of my job.

<b>Intrinsic Factors</b>		1	2	3	4	5
1	The feeling of accomplishment I get from the job					
2	The chance to work(activity) alone on the job					
3	The chance to do something that makes use of my ability					
4	The chances for advancement on this job					
5	levels of responsibility and opportunity for advancement					
6	The chance to do different things from time to time					
7	Being able to do things that don't go against my conscience					
8	The way my boss handles his/her workers					
9	The chance to do things for other people					
10	The chance to tell people what to do					
<b>Extrinsic factors</b>		1	2	3	4	5
11	The way sector's policies are put into practice					
12	My pay and the amount of work I do					
13	The working condition					
14	The union relation with management among others					
15	My compensation and amount of working hours					
16	The sector policies and administrations					

17	The way my co-workers get along with each other					
18	The praise I get for doing a good job					
19	The amount of financial compensation					
20	The function of leading and directing the work of others					

**Part II: - Evaluation of overall Organizational Commitment (OCQ)**

This part has three parts with 24 items of overall organizational commitment and each statement has five alternatives. The first part is about affective commitment items (AC1-AC8); the second part deals with continuance commitment items (CC9-CC16) and the third part is also normative commitment items (NC17-NC24).

Please indicate the extent of your agreement or disagreement with each statement as objectively as you can. You can select from **1-5** by a tick mark (√) in front of each items.

**keeping in mind**

- 1. strongly disagree
- 2-Disagree
- 3- Neutral (Neither agree nor disagree)
- 4- Agree
- 5- Strongly agree

No	Questions	1	2	3	4	5
AC1	I would be very happy to spend the rest of my career with this organization.					
AC2	I enjoy discussing about my organization with people outside it.					
AC3	I really feel as if this sector’s problems are as my own.					
AC4	I think that I could easily become as attached to another organization as I am to this one.					

AC5	I do not feel like ‘part of the family’ at my organization.					
AC6	I do not feel ‘emotionally attached’ to this organization.					
AC7	This organization has a great deal of personal meaning for me.					
AC8	I don’t feel a strong sense of belonging to my organization.					
CC9	I am not afraid of what might happen if I quit my job but having another one lined up.					
CC10	It would be very hard for me to leave my organization right now, even if I wanted to.					
CC11	Too much in my life would be disrupted if I decided to leave my organization now.					
CC12	It wouldn’t be too costly for me to leave my organization now.					
CC13	Right now, staying with my organization is a matter of necessity as much as desire					
CC14	I feel that I have very few options to consider leaving this organization.					
CC15	Organization would be the scarcity of available alternatives.					
CC16	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.					

NC17	I think that people these days move from sector to sector too often.					
NC18	I do not believe that a person must always be loyal to his or her organization.					
NC19	Jumping from sector to sector does not seem at all unethical to me.					
NC20	One of the major reasons I continue to work for this sector is that I believe that loyalty is important and feel a sense of moral obligation to remain					
NC21	If I got another offer for a better job elsewhere; I would not feel it was right to leave my sector.					
NC22	I was taught to believe in the value of remaining loyal to one organization.					
NC23	Things were better in the days where people stayed with one organization for most of their careers.					
NC24	I do not think that to be a 'organization man' or 'organization woman' is sensible anymore.					