

**INFLUENCE OF JOB SATISFACTION ON
ORGANIZATIONAL COMMITMENT OF EMPLOYEES AT
ETHIOPIAN MANAGEMENT INSTITUTE**



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Abstract

The study examined the influence of job satisfaction on organizational commitment of employees in Ethiopian Management Institute. The data was collected through self administered questionnaire from 162 respondents. The instruments used for data collection were Meyer, Allen, and Smith (1993) 18 item revised version of the three component organizational commitment questionnaire and Spector(1985) job satisfaction survey(JSS)tool. Spearman's Rank Correlation Statistical tool and linear regression were used to test the hypotheses. The finding revealed that there is moderate level of employees organizational commitment and the commitment profile of the institute can be plotted as moderate affective organizational commitment, moderate normative organizational commitment and low continuance organizational commitment. According to the result of the study Job satisfaction level of employees in the institute is moderate. And significant positive relationship was found between job satisfaction and organizational commitment and its two constructs i.e., affective and normative organizational commitment and no significant relationship was found with continuance organizational commitment. Significant relationship was found between job satisfaction factors such as, pay, promotion, supervision, fringe benefits, co-workers, nature of work and communication and organizational commitment, affective and normative organizational commitment. Statically significant positive relationship was found for continuance organizational commitment with pay and fringe benefit only. No statistically significant relationship was found between job satisfaction factors such as contingent reward and operating procedure with organizational commitment, affective, normative and continuance organizational commitment. The result of the study also revealed that job satisfaction is a major predictor of organizational commitment and its constructs except continuance organizational commitment.

Key Words: *Job Satisfaction, Factors of Job Satisfaction, Organizational Commitment, Affective Organizational Commitment, Normative Organizational Commitment, Continuance Organizational Commitment*

CHAPTER ONE

INTRODUCTION

This chapter aims to introduce the background of the study by giving background information on the research topic and the study, statement of the problem to be addressed in the study, research question the study aims to answer, the general and specific objectives, significance, scope and limitations of the study and definition of key terms.

1.1. Background of the study

Energized employees who believe in the organization's mission and understand how to achieve it are important for the long run success of any organization regardless of its size. Thus, employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover (Vance, 2006). Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading them to success or if not managed properly can lead to failure (Dobre, 2013).

Retention of competent employees is critical for the success of an organization. The job related attitudes people hold towards the different aspect of their work environment determine their action to remain or leave the organization. Attitudes represent the cluster of beliefs, assessed feelings, and behavioral intentions toward a person, object or event (Mcsahne and Glinow, 2010). Organizational commitment is among the major job related attitudes that affect individuals work behavior (Mcsahne and Glinow, 2010; Robins and Judge, 2013; Halawi 2014; Yamazakia and petchdee, 2015). Scholars have found a negative relationship between organizational commitment and turnover intentions (Halawi ,2014; Yamazakia and petchdee, 2015).

Different scholars have defined organizational commitment in different ways. According to Porter, Steers, Mowday and Boulian (1974) commitment refers to attachment and loyalty and it is the relative strength of the individual's identification with, and involvement in, a particular organization. And it consists of three factors: (1) a strong desire to remain a member of the organization, (2) a strong belief in, and acceptance of, the values and goals of the organization

and (3) a readiness to exert considerable effort on behalf of the organization. An alternative definition forwarded by Salancik (1977) defined commitment as a state of being in which an individual becomes bound by his(sic) actions to beliefs that sustain his activities and his own involvement. And to Allen and Meyer (1990) Organizational commitment is psychological state that binds an employee to an organization, thereby reducing the incidence of turnover. However, there are different models of organizational commitment developed by different scholars (Allen & Meyer, 1990; O'Reilly & Chatman, 1986; Takao, 1998; Wang, 2004) that aimed to answer what constitute organizational commitment construct. For example, according to Allen and Meyer (1990) organizational Commitment construct includes elements of desire, need and obligation which are represented in the three components of affective, continuance and normative organizational commitment, in which affective organizational commitment refers to: desire to remain in the organization. Normative organizational commitment reflects obligation to remain. Continuance organizational commitment reflects perceived cost of leaving.

Most studies on organizational commitment were based on the two major theoretical frameworks: Homan's exchange theory and Becker's theory (Baba and Jamal, 2013). According to Homan's exchange theory organizational commitment is seen as the outcome of the exchange relationship between the individual and the organization. The theory suggests as the exchange becomes more favorable from the individual's point of view, his or her commitment to the organization increases. The other theory (Becker, 1960) is an improvement on Homan's idea as it introduces the element of time and the notion of side bets to the exchange paradigm. According to this theory organizational commitment appears to be a structural phenomenon that occurs as a result of individual organizational transactions and alterations in side bets over time.

Job satisfaction is one of the significantly related antecedents of organizational commitment (Chughtai & Zafar, 2006). Scholar findings show that there is a significant positive relationship between employees' job satisfaction and employees' organizational commitment (Abebe & Markos, 2016; Getahun, Tefera and Burichew, 2016; Hailemariam and Prasada, 2013; Azeem and Akhtar, 2014). Scholars finding also shows that employees' job satisfaction has influence on employees' organizational commitment (Nguyen, Mai and Nguyen, 2014; Eliyana, Mardiana and Prabowo, 2012).

Job satisfaction is best viewed as a collection of attitudes about different aspects of the job and work context. It refers to an appraisal of the perceived job characteristics, work environment, and emotional experiences at work (Mcsahne and Glinow, 2010). In agreement with the above definition Robins and Judge (2013) described job satisfaction as a positive feeling about his or her job, while a person with a low level holds negative feelings. However, since 1950's different models have been developed by different scholars to explain what job satisfaction is and its determinant factors.

Herzberg's dual factor theory of job satisfaction and motivation is one of the earlier theories that caught the attention of both industrial managers and Psychologists (House and Wigdor, 1967). According to Herzberg's dual factor theory job satisfaction consists of two separate independent dimensions that are not opposite ends of the same continuum namely, job satisfaction and job dissatisfaction. Those job characteristics that are important for, and lead to, job satisfaction but not to job dissatisfaction are classified as "satisfiers," while those that are important for, and lead to, job dissatisfaction but not to job satisfaction are classified as "dissatisfiers." the satisfiers are related to the nature of the work itself and the rewards that flow directly from the performance of that work. Such as achievement, recognition, work itself, responsibility, and advancement and the disatisfiers are associated with the individual's relationship to the context or environment in which he does his work such as, company policy and administration, incompetent technical supervision (House and Wigdor, 1967). The other most popular job satisfaction theory is the affect theory of Edwin A. Locke's Range of Affect Theory. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates, how satisfied / dissatisfied one becomes when expectations are or aren't met (Singh and Sinha,2013).

Ethiopian management institute (EMI) is a government owned organization established to enhance the management development capabilities of organizations especially government organizations. The institute has more than 60 years of experience in designing and delivering a number of management development programs that aim at enhancing the managerial capacity of

public, private and NGO sectors. Over the years, EMI have been the forefront in the endeavor to introduce modern management administrative systems to our country, by providing training, consultancy and research services in the field of management and related areas. EMI mission is to enable public service and other institutions provide sustainable, efficient and effective services by rendering state-of-the-art training, research and consultancy services. And the institute's ability to successfully execute its mission highly depends on the competence and commitment of its employees. Nevertheless the current situation of EMI shows that voluntary turnover rate of employees from 2005- 2008 E.C budget year was on average 15.3% this indicates that there is a problem related to employee overall satisfaction in their work and its impact on their commitment to the institute .

1.2.Statement of the problem

Organizations are the people in them; the people make the place. Thus, high performance is achieved by well-motivated people who are prepared to exercise discretionary effort even in fairly basic roles (Armstrong, 2008). Research findings show that employee commitment is important because strong organizational commitment lead to several favorable organizational outcomes such as employee job performance (Chughtai and Zafar,2006), lower voluntary turnover (Yamazaki and Petchdee,2015) and lower unexcused absenteeism(Larson and Fukami,1984).

Previous research findings shows that job satisfaction has significant positive relationship with organizational commitment (Chughtai and Zafar,2006; Hailemariam and Prasada,2013; Azeem and Akhtar, 2014; Abebe and Markos,2016; Nguyen , mai and Nguyen, 2014; Eliyana Mardiana and Prabowo, 2012). And when an employee is dissatisfied with the organization as a whole, the person's organizational commitment becomes low((Noe ,Hollenbeck, Gerhart and Wright, 2011).Employees with low organizational commitment have a strong intention to leave (Noe, et al, 2011; Rohani, Mishaliny and Haryanni, 2012). Excessive employee turnover often engenders far-reaching consequences and, at the extreme, may jeopardize efforts to attain organizational objectives (Abbasi and Hollman, 2000). The voluntary turnover data gathered from the institute's human resource management directorate shows that there is a high employee turnover especially among the professionals. According to the data found from the human

resource management directorate of the institute the voluntary turnover rate for year 2005, 2006, 2007, 2008 E.C budget years were 15.5%, 16.6%, 16 % and 13% respectively and only within the first 4months of 2009 E.C six employees has left the institute.

On the other hand, the assessment report on employees time utilization practice conducted by the institute in November 2008 E.C and October 2009 E.C shows that there is a problem of unscheduled absenteeism, showing up late for work (on average 30 minute to 1 hr), taking longer lunch and coffee breaks. Thus, both the need to conduct the assessments and the result of the assessments indicates the existence of absenteeism problem. And absenteeism is related to lower job satisfaction and lower organizational commitment (Woods, Poole and Zibarras, 2012).

Research findings also show that there is a strong relationship between strong organizational commitment and high employee performance (Chughtai and Zafar ,2006). And taking into consideration the employee performance summary report of the institute for 2006, 2007 and 2008 E.C budget years the percentage of high performers is 27%, 0.45% and nil respectively. Thus, the data indicates a dramatic decrease in the number of high performers though different factors such as objectivity of supervisors, the measurement criteria, external factors that are beyond the individuals control can affect employees job performance the above data indicates the existence of problem regarding employees' job satisfaction and their commitment to the institute. Therefore, given the criticality of retaining competent and committed human resource for the successful execution of the institute's mission assessing the level of job satisfaction and organizational commitment of its employees' will help shed light on the causes of the above indicators of low organizational commitment and low job satisfaction.

In addition, though, some studies have been undertaken by researchers to explain the relationship between employees job satisfaction and employees organizational commitment in education sector of Ethiopia with special emphasis given to teachers (Abebe and Markos,2016;Getahun, Tefera and Burichew,2016; Hailemariam and Prasada,2013). As far as the knowledge of the researcher is concerned there are only very few studies undertaken to study the influence of job satisfaction on organizational commitment in Ethiopian public organizations context.

Thus, this study will be useful in contributing to fill this research gap by assessing the level of employees' job satisfaction and organizational commitment and the influence job satisfaction has on organizational commitment by taking Ethiopian management institute as a case.

1.3. Research question

- What is the perceived level of employees' organizational commitment?
- What is the perceived job satisfaction of employees'?
- What is the relationship between employees' job satisfaction and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment?
- What is the relationship between job satisfaction factors (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work and communication) and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment?
- To what extent does job satisfaction influence organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment?

1.4. Research objectives

Research objectives help to elaborate the researcher's clear sense of purpose and the direction of the study. Thus, to guide this study and to indicate the intended outcome of the study the following general and specific objectives are formulated.

1.4.1. General objective

The general objective of the study is to investigate the influence of job satisfaction on organizational commitment of employees in Ethiopian Management Institute.

1.4.2. Specific objectives

- To identify the perceived type and level of employees' organizational commitment
- To assess perceived employees' job satisfaction level
- To examine the relationship between job satisfaction and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.

- To examine the relationship between job satisfaction factors (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work and communication) and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.
- To examine the influence of job satisfaction on organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.

1.5. Scope of the study

In this study although there are other models that have over three-component scales to measure organizational commitment (e.g., Takao, 1998; Wang, 2004) the three-component model of organizational commitment (affective, normative and continuance commitment) developed by Allen and Meyer (1990) that characterizes commitment by different mindsets- desire, obligation, and cost (Allen and Meyer, 1990), was used as their model is the predominant conceptualization of organizational commitment among current researchers and according to Clugston (2000) it has been used in over 40 published studies since 1991. Therefore, to measure employees' organizational commitment Meyer, Allen, and Smith, (1993) revised version of three component organizational commitment instrument was used.

There are different measurements to measure job satisfaction such as Weiss, Dawis, England and Lofquist (1967), Smith, Kendall, and Hulin (1969) and Quinn and Staines (1979). However, in this study to measure job satisfaction Spector's (1985) nine job satisfaction factors (pay, promotion, supervision, fringe benefits, contingent reward, operating procedures, coworkers, nature of work and communication) were used as the tool is designed originally for human service, public and non for profit sector organizations. And even if the natures of a worker's environment off the job indirectly influences his or her feelings on the job this study only focused on dimensions within an organization context that affect employees job satisfaction.

Attitudes are generally acquired over a long period of time. Thus, employees' attitude towards their job or the organization forms as they get more information and insight about the organization. Therefore, in order to measure the two major workplace attitudes, job satisfaction and organizational commitment of employees only permanent employees who served in the

institute for at least 1 year that are found both in head office, Addis Ababa and in the training center of the institute found in Bishoftu were taken.

The time horizon for this study was cross-sectional which refers to the study of a particular phenomenon (or phenomena) at a particular time.

1.6. Significance of the study

Organizational success requires satisfied and loyal employees (Noe, et al, 2011). Thus, to manage people effectively, it is necessary to give due attention to factors that affect how they behave at work. Therefore, the conduct of this study is expected to result the following benefits.

First, the study will give insight to the management of the institute regarding perceived employees' job satisfaction and their organizational commitment type and level.

Second, the study will help the management of the institute in identifying specific problems or areas that need improvement in order to enhance employees' job satisfaction and their commitment to the organization.

Lastly, the research will be a significant endeavor in showing the causal relationship between the two variables i.e., job satisfaction and organizational commitment in Ethiopian public organization context by taking the specific case of Ethiopian Management Institute.

1.7. Limitations of the study

Two major limitation of the study have been identified; the first limitation was the research aimed to use a standard instrument prepared in English language and English not being the first language of the respondents the quality of respondents' response depends on their level of understanding of the language. Therefore, to mitigate this limitation the questionnaire was translated in Amharic using the support of Amharic language expert and selected professional staffs of the institute.

The second limitation was related to using self reporting questionnaire to gather data for both the independent and dependent variables which involves a risk of self report response bias. Self reporting bias happens as respondents become unwilling or unable to respond accurately due to different reasons and it refers to the research measurement inaccuracy that originates with the respondents and which will affect negatively the quality of the study. Thus, in order to mitigate this limitation respondents were briefed about the purpose of the study and the importance their genuine response will have on the success of the study.

1.8. Definition of terms

Job satisfaction- Job satisfaction represents a cluster of evaluative feelings about the job (Spector, 1985).

Commitment – is an intention to persist in a course of action (Meyer and Allen, 2004).

Organizational Commitment - Organizational commitment is a psychological state that binds an employee to an organization, thereby reducing the incidence of turnover and the constructs are Continuance, Normative and Affective organizational commitment (Allen and Meyer, 1990).

Affective Organizational Commitment - Affective organizational commitment refers to an employee's desire to remain with the organization because they want to do so (Allen and Meyer, 1990).

Normative Organizational Commitment -Normative organizational commitment refers to an employee's desire to stay with the organization based on a sense of duty, loyalty, or moral obligation (Allen and Meyer, 1990).

Continuance Organizational Commitment -Continuance organizational commitment is described as a need to remain in the organization based on the costs associated with leaving (Allen and Meyer, 1990).

1.9. Organization of the study

Chapter one : has introduced background of the study to give background information on the research topic and the study, statement of the problem to be addressed in the study, research question the study aims to answer, the general and specific objectives of the study, significance of the study, scope of the study, potential limitations of the study and definition of key terms.

Chapter two : presented a review of related literature and relevant empirical studies associated with the influence of organizational commitment on organizational effectiveness.

Chapter three: discussed the design and methodology of the study that is, description of the study area, research approach and design, population and sample size, data sources and types, data collection procedures, ethical consideration and data analysis.

Chapter four: of the study discussed in detail data analysis, interpretation and discussion of results.

Chapter five: of the study offered a summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

Literature review refers to conducting a directed search of published works, including periodicals and books that discuss theory and present empirical results that are relevant to the topic at hand Zikmund, Babin, Carr & Griffin (2009). Thus, the aim of this chapter is to provide theoretical background and to present empirical results that are relevant to organizational commitment, job satisfaction, and the relationship between job satisfaction and organizational commitment.

2.1. Organizational commitment

2.1.1. Definition of organizational commitment

Different scholars have defined organizational commitment in different ways. According to Porter, Steers, Mowday and Boulian (1974) commitment refers to attachment and loyalty and it is the relative strength of the individual's identification with, and involvement in, a particular organization. And it consists of three factors: (1) a strong desire to remain a member of the organization, (2) a strong belief in, and acceptance of, the values and goals of the organization and (3) a readiness to exert considerable effort on behalf of the organization. When defined in this fashion, commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization's well being (Mowday, Steers and Porter, 1979).

An alternative definition forwarded by Salancik (1977) defined commitment as a state of being in which an individual becomes bound by his (sic) actions to beliefs that sustain his activities and his own involvement. And O'Reilly and Chatman (1986) defined commitment as a psychological bond between the employee and the organization, but differentiate between three forms this bond can take: compliance, identification and internalization. They define identification as the process of an individual accepting influence from a group (organization) in order to establish and maintain a relationship. Hence, an individual may respect a group's values without adopting them, as opposed to internalization which refers to when influence is accepted because the induced attitudes/values are congruent with one's own or compliance which refers to

when they are declaratively accepted in order to win a certain benefit (O'Reilly and Chatman,1986).Organizational commitment, according to Allen and Meyer (1990), is a psychological state that binds an employee to an organization, thereby reducing the incidence of turnover.

2.1.2. Difference between organizational commitment and other related terms

Employee engagement and organizational commitment are two concepts that are frequently confused (Armstrong,2008). Employee engagement and organizational commitment are indeed linked concepts as high organizational commitment can increase engagement and high engagement can increase commitment. As defined by Perrin (2007 cited in Armstrong, 2008) the term employee engagement refers to the extent to which employees put discretionary effort into their work, beyond the minimum to get the job done, in the form of extra time, brainpower or energy. But people can be engaged with their work even when they are not committed to the organization except in so far as it gives them the opportunity to use and develop their skills.

The other term that is highly related to organizational commitment is organizational identification. Organizational identification according to Ashforth, Harrison and Corely (2008) is viewing a collective's or role's defining essence as self-defining. Thus, identification refers to the perception of oneness or belongingness to some human aggregate. Organizational identification is similar with organizational commitment as both involve a sense of attachment to or resonance with the organization. However, organizational commitment is associated with how individuals feel about their organization and organizational identification is related to how individuals perceive their self in relation to their organization. Thus, while organizational identification is organization specific organizational commitment may be more readily transferred to other organizations that inspire a similar positive attitude (Ashforth,Harrison and Corely,2008).

2.1.3. Theories explaining organizational commitment

Most studies on organizational commitment were based on the two major theoretical frameworks: Homan's exchange theory and Becker's theory (Baba and Jamal, 2013). According to Homan's exchange theory (Baba and Jamal, 2013) organizational commitment is seen as the outcome of the exchange relationship between the individual and the organization. The theory

suggests as the exchange becomes more favorable from the individual's point of view, as his or her commitment to the organization increases.

The other theory Becker (1960) is an improvement on Homan's idea as it introduces the element of time and the notion of side bets to the exchange paradigm. According to this theory organizational commitment appears to be a structural phenomenon that occurs as a result of individual organizational transactions and alterations in side-bets over time. According to Becker's theory, the more one invests his or her time, energy, skill and other personal assets in the organization, the more one has at stake in leaving it. Hence it is natural to expect a greater personal commitment on the part of the individual to an organization as time goes by. The above commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity. For instance, a person choosing a career in an organization tends to settle down in that organization and does not always depict the typical behavior pattern expected of an economic man (Becker, 1960). At least, one does not switch jobs and organizations with the same frequency with which the market conditions change. Becker suggests that the possible reason for such commitment to an organization might be that the person has involved his or her other interests that were originally unrelated to the above organization, as that person continued his stay within the organization. This increases his or her costs of separation or severance as to render other alternatives unattractive (Baba and Jamal, 2013).

2.1.4. Predictors of organizational commitment

Various work related variables affect employees' organizational commitment to an organization. The research findings of Nguyen, Mai and Nguyen, (2014) and Eliyana, Mardiana and Prabowo, (2012) showed that job satisfaction has significant influence on employees' organizational commitment. A study conducted by Chughtai and Zafar (2006) showed that, personal characteristics, facets of job satisfaction, and two dimensions of organizational justice (distributive justice and procedural justice) as antecedents of organizational commitment.

2.1.5. Components and measurements of organizational commitment

According to Starnes and Truhon (2006) the two most commonly-used assessment tools in organizational behavior research are Mowday, Steers, and Porter's (1979) Organizational Commitment Questionnaire, and Allen and Myers' (1990) Three-Component Organizational Commitment Scale. Employers interested in measuring their employees' acceptance of the organization's goals, willingness to work hard for the organization, and desire to stay with the organization may find the Organizational Commitment Questionnaire developed by Mowday, Steers, and Porter (1979) useful. Employers interested in measuring their employees' levels of affective, continuance, and normative organizational commitment could use the Three-Component Organizational Commitment Scale developed by Allen and Myers' (1990).

According to Allen and Meyer(1991) affective organizational commitment refers to employees' desire to remain with the organization because they want to, continuance organizational commitment is described as a need to remain in the organization based on the costs associated with leaving and employees with a strong continuance organizational commitment remain with the organization because they have to and normative organizational commitment refers to an employee's desire to stay with the organization based on a sense of duty, loyalty or moral obligation and employees with a strong normative organizational commitment remains with the organization because they ought to do so.

However, there are other models of organizational commitment developed by different scholars that suggest different construct for organizational commitment. O'reilly and Chatman (1986) argued that commitment to an organization is predicated on three separate bases of attachment: compliance, identification and internalization. Compliance refers to instrumental attachment undertaken for specific rewards; identification refers to attachment based on a desire for affiliation with the organization; and internalization refers to congruence between individual and organization values. Takao (1998) developed a four-component model: affective, value, normative and continuance. Wang (2004) in search of an organizational commitment model that can be applied to study employees' commitment in Hong Kong developed a five component organizational commitment model: normative, value, affective, active and passive continuance. However, for this study the three-component model of organizational commitment(affective, normative and continuance commitment) developed by Allen and Meyer (1990) was used as

their model is the predominant conceptualization of organizational commitment among current researchers and according to Clugston (2000) it has been used in over 40 published studies since 1991.

2.1.5.1. Affective organizational Commitment

Affective organizational commitment is an attitudinal process whereby people come to think about their relationship with the organization in terms of value and goal congruency. And employees with strong affective organizational commitment remain with the organization because they want to do so (Meyer and Allen, 1991). According to Meyer and Allen (2004) research consistently shows that employees who want to stay tend to perform at a higher level than those who do not. A study conducted by Abebe and Markos (2016) to study the relationship between job satisfaction and organizational commitment among academic staff members in a selected higher education institution showed a significant positive relationship exist between job satisfaction and affective commitment. Similarly a study conducted by Kaplan, Ogut, Kaplan and Aksay (2012) on the case of hospital employees also found a positive relationship between job satisfaction and affective commitment.

2.1.5.2. Normative Organizational Commitment

Normative organizational commitment refers to an employee's desire to stay with the organization based on a sense of duty, loyalty, or moral obligation (Meyer and Allen, 1991). Normative organizational commitment is distinguishable from affective and continuance organizational commitment in that it does not reflect a need to associate with the organization's goals or missions, and that there is also no explicit extrinsic exchange involved in the relationship. Thus, the sense of loyalty and duty underlying an employee's normative organizational commitment influences the individual to remain with the organization because they feel as though they ought to do so (Clugston, 2000). Employees with strong normative organizational commitment stay because they feel they ought to, employees who remain out of obligation also tend to outperform those who feel no such obligation, but the effect on performance is not as strong as that observed for desire. A study conducted by Kaplan, et al. (2012) on the case of hospital employees found a positive relationship between job satisfaction and normative organizational commitment in addition to affective commitment.

2.1.5.3. Continuance Organizational Commitment

Continuance organizational commitment is described as a need to remain in the organization based on the costs associated with leaving. These costs are manifested in two distinct ways: (1) as individuals gain tenure in an organization they accrue investments in the form of pension plans, seniority, specialized and untransferable job skills, local affiliations, familial ties, and so on which may be sacrificed or damaged by changing jobs; and (2) individuals may feel as though they have to remain in their current jobs because they do not have any alternative job prospects (Meyer and Allen, 1991). Employees with strong continuance organizational commitment stay because they have to do so. A study conducted by Abebe and Markos (2016) to study the relationship between job satisfaction and organizational commitment among academic staff members in a selected higher education institution showed a significant positive relationship exist between job satisfaction and continuance organizational commitment in addition to affective commitment. On contrary a study conducted by Kaplan, et al. (2012) on the case of hospital employees found no statistically significant relationship between job satisfaction and continuance organizational commitment.

2.1.6. Effects of organizational commitment

Higher employee commitment is positively associated with employee job performance and is negatively related to intention to leave Chughtai and Zafar (2006). Employees who are more committed to the organization are less likely to exhibit withdrawal behaviors, such as; absenteeism, intention to leave their jobs, or leaving their jobs (Starnes and Truhon, 2006). Other research findings also show that strong organizational commitment leads to Research findings show that employee commitment is important because strong organizational commitment leads to several favorable organizational outcomes such as employee job performance (Chughtai and Zafar ,2006), lower voluntary turnover (Yamazakia and Petchdee,2015), lower unexcused absenteeism(Larson and Fukami,1984).

2.2. Job Satisfaction

2.2.1. Definition of Job Satisfaction

The job satisfaction concept has been attracting the attention of many and executives because of its influence on individuals' behavior. Quinn and Staines(1979) defined satisfaction as affective reaction to the job and job satisfaction as the degree to which employees have a positive affective orientation towards employment by the organization. Spector(1985) taking the assumption that the overall attitude about a job is a combination of specific aspect attitudes defined job satisfaction as a cluster of evaluative feelings about the job. And in agreement with Spector(1985) definition MCshane and Glinow (2010) related job satisfaction to individual's attitudes about different aspects of the job and work context and defined job satisfaction as a person's evaluation or an appraisal of the perceived job characteristics, work environment, and emotional experiences at work. And Robins and Judge (2013) described job satisfaction as a positive feeling about a job, resulting from an evaluation of its characteristics. Thus, from the above definitions of job satisfaction it can be inferred that job satisfaction is about individuals' attitude. The attitudinal nature of satisfaction implies that an individual would tend to approach (or stay with) a satisfying job and avoid (or quit) a dissatisfying job.

In order to clarify the meaning of job satisfaction differentiating it from employee morale is useful. Job satisfaction Locke (1976) describes it differs from employee morale in two respects. Firstly, job satisfaction refers to a single individual and his/her job situation, whereas employee morale focuses more on how an employee relates to a sense of common (or group) purpose within an organization. Secondly, job satisfaction more appropriately addresses past and present situations, while morale addresses feelings about the future.

2.2.2. Theories explaining job satisfaction

Herzberg's dual factor theory also called motivation-hygiene theory of job satisfaction and motivation is one of the earlier theories that caught the attention of both industrial managers and Psychologists (House and Wigdor,1967). According to Herzberg's dual factor theory job satisfaction consists of two separate independent dimensions that are not opposite ends of the same continuum namely, job satisfaction and job dissatisfaction. thus, according to Herzberg The opposite of "satisfaction" is "no satisfaction," and the opposite of "dissatisfaction" is "no dissatisfaction." therefore, removing dissatisfying characteristics from a job does not necessarily

make the job satisfying (Robins and Judge,2013).Those job characteristics that are important for, and lead to, job satisfaction but not to job dissatisfaction are classified as "satisfiers," while those that are important for, and lead to, job dissatisfaction but not to job satisfaction are classified as "dissatisfiers". The satisfiers are related to the nature of the work itself i.e. intrinsic factors and the rewards that flow directly from the performance of that work. Such as achievement, recognition, work itself, responsibility, and advancement and the disatisfiers are associated with the individual's relationship to the context or environment in which he does his work i.e., extrinsic factors such as, company policy and administration, incompetent technical supervision (House and Wigdor, 1967) and pay, job security, quality of supervision and physical working conditions(Robins and Judge,2013).

The other most popular job satisfaction theory is the affect theory of Edwin A. Locke's range of affect theory. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates, how satisfied / dissatisfied one becomes when expectations are or aren't met. When an employee values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) negatively (when expectations are not met), compared to one who does not value that facet (Singh and Sinha, 2013).

2.2.3. Importance of Job Satisfaction

Job satisfaction it is related to different workplace behaviors. Such as organizational commitment (Abebe and Markos,2016; Getahun, Tefera and Burichew,2016; Hailemariam and Prasada,2013), employees who experience job dissatisfaction or work-related stress are more likely to be absent or late for work (McShane and Glinow,2010), organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees, job satisfaction is a major determinant of an employee's organizational citizenship behavior (Robins and Judge, 2013).

2.2.4. Measurement of Job Satisfaction

Most researchers recognize that job satisfaction is a global concept that is comprised of, or indicated by, various dimensions, or facets (Judge and Klinger,2008). Weiss, et al. (1967) developed the Minnesota satisfaction questionnaire that measures satisfaction with several specific aspects of work and work environments. The Minnesota satisfaction questionnaire makes it feasible to obtain a more individualized picture of worker satisfaction than was possible using gross or more general measures of satisfaction with the job as a whole and it measures job satisfaction from ability utilization, achievement, activity, advancement, authority, company policies and practices , compensation and co-workers. Developed the most typical categorization (Smith, Kendall and Hulin, 1969) considers five facets of job satisfaction: pay, promotion, coworkers, supervision, and the work itself. Locke (1976) adds a few other facets: recognition, working conditions, and company and management (Judge and Klinger, 2008).

According to Brayfield and Rothe (1951), job satisfaction is defined as how people feel about different jobs and to measure job satisfaction they developed 18 item questionnaire that assess people's feeling about their jobs based on the assumption that some jobs are more interesting and satisfying than others. And Spector(1985) developed job satisfaction survey that has nine subscales measure of employee satisfaction: Pay, promotion, supervision, benefits, contingent rewards, operating procedures, co workers, nature of work and communication that are applicable specifically to human service, public and nonprofit sector organizations.

Thus, for this study Spector(1985) job satisfaction survey will be used as it is designed specifically for human service, public, and nonprofit sector organizations, although it may be applicable to other sectors as well. And the other reason is the scale covers the major aspects of job satisfaction with subscales that were clearly distinct in their content(Spector,1985).

For this study questionnaire will be used to measure job satisfaction as its originally developed to measure job satisfaction in public service giving organizations and because the nine dimensions identified by Spector(1985) enables to have a wider and comprehensive view of job satisfaction when compared to the other measurements discussed above.

2.3. Relationship between job satisfaction and organizational commitment

Job satisfaction is one of the significantly related antecedents of organizational commitment (Chughtai and Zafar, 2006). Scholar findings show that there is a significant positive relationship between employees job satisfaction and employees organizational commitment. Abebe and Markos (2016) studied the relationship between job satisfaction and organizational commitment in terms of academic staff at Arbaminch University and used the nine dimensions of job satisfaction survey tool developed by Spector (1985) and used Allen and Meyer(1990) organizational commitment questionnaire the result of their research showed that The result of correlation analysis revealed that there exist positive significant relationship between all facts of job satisfaction (promotion, supervision, fringe benefits, contingent rewards, relationship with coworkers, nature of the work and communication) except pay with organizational commitment.

Getahun, Tefera and Burichew (2016) studied teacher's job satisfaction and its relationship with organizational commitment on primary schools of Bonga town using the nine dimensions of job satisfaction survey tool developed by Spector (1985) and used Allen and Meyer(1990) organizational commitment questionnaire and the result showed positive correlation between teachers' job satisfaction and their organizational commitment in the sampled schools.

Azeem and Akhtar (2014) the study aimed to investigate the level of job satisfaction and organizational commitment among employees working in public sector organizations in Saudi Arabia. And the finding showed that job satisfaction facets and organizational commitment are found to be positively related. The Scholars finding also shows that employees' job satisfaction has influence on employees' organizational commitment (Nguyen, Mai and Nguyen, 2014; Eliyana, Mardiana and Prabowo, 2012).Therefore, based on the above discussion this study proposes hypothesis 1.

H1: There is significant relationship between job satisfaction and affective, normative and continuance organizational commitment

The Scholars finding also shows that employees' job satisfaction has influence on employees' organizational commitment (Nguyen, Mai and Nguyen, 2014; Eliyana, Mardiana and Prabowo, 2012). Therefore, based on the above discussion this study proposes hypothesis 11.

H11: Job satisfaction has influence on affective, normative and continuance organizational commitment

2.4. Overall job satisfaction factors

2.4.1. Pay

Money in the form of pay or some other sort of remuneration is regarded by many people as the most obvious extrinsic reward. According to Herzberg theory lack of money can cause dissatisfaction, even if its provision does not result in lasting satisfaction. Even though it cannot be assumed that money motivates everyone in the same way and to the same extent as individuals motivating factors differ money can provide positive motivation in the right circumstances not only because people need and want money but also because it serves as a highly tangible means of recognition (Armstrong, 2010).

Also other study conducted by Yang, Miao, Zhu, Sun, Liu and Wu (2008) to evaluate the influence of pay increases on job satisfaction has shown pay as an important factor that affect job satisfaction. Research findings such as a study conducted by Saleem and Gul (2013) showed that there is a significant relationship between pay satisfaction and organizational commitment. And a study conducted by Vandenberghe and Tremblay (2008) found that pay satisfaction has significant relationship with affective and normative organizational commitment and significantly reduces continuance commitment. Therefore, based on the above discussion this study proposes hypothesis 2.

H2: there is significant relationship between pay and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment

2.4.2. Promotion

According to Herzberg's dual factor theory (1966) advancement and growth are among the major intrinsic factors that lead to job satisfaction. Research findings also show that there is a significant positive relationship between promotion opportunities and job satisfaction (Mustapha

and Zakaria, 2013) and also between promotion opportunities and organizational commitment of employees (Weng and Mcelroy,2010). Therefore, based on the above discussion this study proposes hypothesis 3.

H3: there is significant relationship between promotion and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment

2.4.3. Supervision

Supervision refers to the relationship between an employee and immediate supervisor (Spector, 1985). A research findings conducted by different researchers indicate that job satisfaction has a positive correlation with leader member relationship in addition to how well the coworkers' coordinate with one another. Thus, the better they coordinate with one another; that is, the better the coordinative relationship between the leaders and subordinates, the higher the job satisfaction rate would be (Tsao, 1990; Bass, 1990).

The findings of studies also shows that employees who have good relationships with their immediate managers have greater commitment (Settoon,Bennett and Liden, 1996). Therefore, based on the above discussion this study proposes hypothesis 4.

H4: There is significant relationship between supervision and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment

2.4.4. Fringe benefits

Benefit is a generic word used to describe the components of a substantial element of the total remuneration provided by employing organizations to their work-forces which usually is provided in non cash form. However, in recent years 'benefit' has superseded 'fringe benefit' and is used as the word to encompass the wide range of benefits in kind in addition to cash payments which companies provide for their employees(White and Drucker,2005). According to the study conducted by Benjamin (2010), on fringe benefits and job satisfaction fringe benefits are significant and positive determinants of job satisfaction also the result of other study conducted by Sinclair, Leo and Wright (2005) to examine the effect of benefit satisfaction on organizational commitment showed that there is positive correlation between benefit satisfaction and organizational commitment. Therefore, based on the above discussion this study proposes hypothesis 5.

H5: There is significant relationship between fringe benefits and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment

2.4.5. Contingent rewards

Contingent reward is appreciation, recognition and rewards for good work (Spector, 1985).contingent reward are rewards that are provided to employees based on their performance, competence, contribution, skill or experience (Armstrong, 2008). Rewards can be either extrinsic or intrinsic. Extrinsic rewards are tangible rewards such as pay, incentives, bonuses, promotions, and intrinsic rewards are intangible rewards or psychological rewards like appreciation, recognition(Rahim and Daud,2012).a research conducted by Gupta(1975) and Spector(1985) showed that a positive relationship exist between employee satisfaction and performance-contingent intrinsic rewards and pays. On the other hand, employee dissatisfaction may result if employees perceives that their efforts are not recognized or that their rewards are not equitable tied to their performance or tailored to their needs (Robbins,1993). Therefore, based on the above discussion this study proposes hypothesis 6.

H6: There is significant relationship between contingent rewards and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment

2.4.6. Operating procedures

Employees' satisfaction with operating policies and procedures contribute to employees' job satisfaction. Operating procedures consists of rules, procedures, regulations, and requirements need to be performed during working time in the working environment (Spector, 1985). However, some research for example a research conducted by Lumley, Coetzeel, Tladinyane, and Ferreira (2011), found no significant relationship between operating conditions and organizational commitment. However, this study proposes hypothesis 7.

H7: There is significant relationship between operating procedure and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment

2.4.7. Co-workers

Coworkers' relationship contained in an organization is a type of interpersonal relationship (Spector, 1985). Elton Mayo (cited in Armstrong, 2008) believed that a man's desire to be continuously associated in work with his fellows is a strong, if not the strongest human characteristic. Which magnifies the important role coworkers have for employee's job satisfaction. Research findings also show that coworkers can provide a focal employee with a sense of identity, support, and friendship (Bowler and Brass, 2006). Previous research findings showed that job satisfaction has a positive correlation with how well the coworkers' coordinate with one another (Tsao, 1990) and coworkers' relationship affects job satisfaction (Bass, 1990).

From the above discussion it can be inferred that through the intervening effect of job satisfaction, coworkers' relationship has positive effect on organizational commitment. Therefore, based on the above discussion this study proposes hypothesis 8.

H8: There is significant relationship between Coworkers and its constructs i.e., affective, normative and continuance organizational commitment

2.4.8. Nature of work

To measure satisfaction of employees towards nature of work Spector (1985) used four indicators: meaning, contentment, pride and comfort. According to Saari and Judge (2004) the work situation matters in terms of job satisfaction and organization impact and of all the major job satisfaction areas, satisfaction with the nature of the work itself which includes job challenge, autonomy, variety, and scope best predicts overall job satisfaction. Research studies across many years, organizations, and types of jobs show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, coworkers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge and Church, 2000; Jurgensen, 1978). Therefore, based on the above discussion this study proposes hypothesis 9.

H9: There is significant relationship between nature of work and its constructs i.e., affective, normative and continuance organizational commitment

2.4.9. Communication

Communication according to Spector(1985) refers to internal communication within an organization and good communication within the organization is considered as one major factor that determines employees job satisfaction.

A research conducted by Allen(1992) to examine links between communication, organizational commitment, and perceived organizational support indicated that employee perceptions regarding the top management-employee communication relationship, the quality of top management's communication, and superior-subordinate communication were strongly related to organizational commitment. A research finding conducted by Kakakhel,Khan,Gul& Jehangir (2015), also concluded that organizational communication has a direct and positive relation with the employee job satisfaction and organizational commitment. Therefore, based on the above discussion this study proposes hypothesis 10.

H10: there is significant relationship between communication and its constructs i.e., affective, normative and continuance organizational commitment

2.5. Conceptual Framework and Hypothesis

Conceptual framework is a logical structure of meaning that serves as a guide for the overall research study. Thus, for this study the conceptual framework shown in figure 1 below was developed mainly to show the logical relationship between the independent variable i.e, job satisfaction and the dependent variable i.e., organizational commitment. According to the model presented on figure 1 job satisfaction is measured with nine dimensions that have been identified by Spector (1985) which are: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co workers, nature of work and communication. And organizational commitment has three constructs namely, affective commitment, normative organizational commitment and Continuance organizational commitment (Allen and Meyer, 1990).The relationship among the three components of organizational commitment exhibited on figure 1 is adopted from a conceptual framework developed by Meyer and Allen's(1991) proposed theoretical model of multidimensional commitment that consider organizational commitment as a mediating variable between important job related antecedents such as job satisfaction and organizational outcomes such as intent to leave.

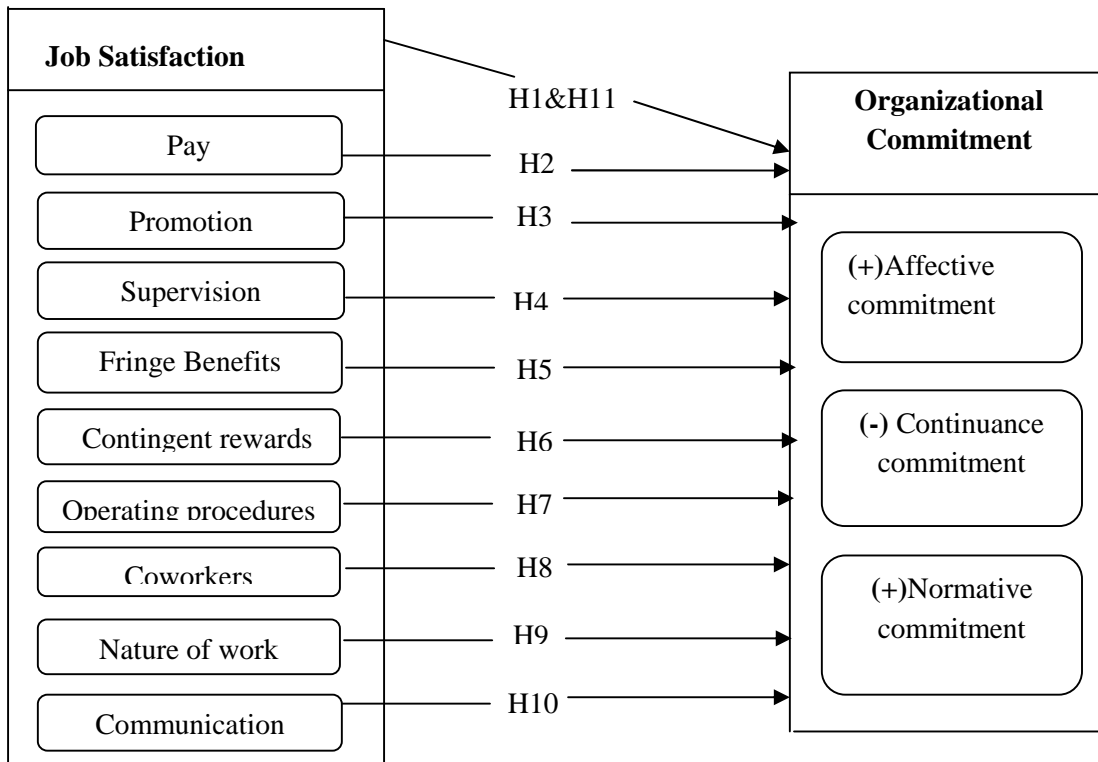


Figure 1- Conceptual Framework

Thus, figure1 proposed that job satisfaction has influence on organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment. And each of the nine dimensions of job satisfaction have significant relationship with organizational commitment and its constructs i.e., affective, normative and continuance commitment.

2.5.1. Summary of Hypotheses

- H1: There is significant relationship between employees' job satisfaction and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.
- H2: There is significant relationship between pay and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.
- H3: There is significant relationship between promotion and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.
- H4: There is significant relationship between supervision and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.
- H5: There is significant relationship between fringe benefits and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.
- H6: There is significant relationship between contingent rewards and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.
- H7: There is significant relationship between operating procedures and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.
- H8: There is significant relationship between coworkers and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.
- H9: There is significant relationship between nature of work and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.
- H10: There is significant relationship between communication and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.
- H11: Job satisfaction has influence on organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

According to Kotahri(2004) when we talk of research methodology we not only talk of the research methods but also consider the logic behind the methods we use in the context of our research study and explain why we are using a particular method or technique and why we are not using others so that research results are capable of being evaluated either by the researcher himself or by others. Thus, this chapter aims to discuss description of the study area, the research approach and design , population and sample size, data sources and types , data collection procedures , data analysis techniques and ethical consideration.

3.1. Description of the Study Area

Description of the study area or the research setting refers to the place from where the data was gathered. Thus, the organization selected for this study was Ethiopian Management Institute which is a government owned organization responsible for delivering management related training, consultancy and research services to civil and public organization. And for this study data was collected from the institute's head office which is located on the road from Gurdshola to CMC and from its branch office Debrezeit management training center (DMTC) which is found in Bishoftu.

3.2. Research approach

The two basic approaches to research are quantitative approach and qualitative approach. Quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. Qualitative approach on the other hand is concerned with subjective assessment of attitudes, opinions and behavior (Kothari, 2004).

For this study quantitative research approach was followed to investigate the influence job satisfaction has on organizational commitment, as quantitative technique helps to explore , present , describe and examine relationships and trends within data and as it also helps to collect results in numerical and standardized data (Saunders, Lewis and Thorhill,2009).

3.3. Research design

According to Saunders, Lewis and Thorhill (2009) research designs can be categorized into three exploratory research, descriptive research and causal or explanatory research. Exploratory research studies aims to formulate a problem for more precise investigation, emphasis on the discovery of ideas and insights. And descriptive studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group. Causal or explanatory research are those where the researcher tests the hypotheses of causal relationships between variables.

Explanatory research design emphasizes on studying a situation or a problem in order to explain the relationship between variables (Saunders, Lewis and Thorhill, 2009). Thus, as the aim of this study was to assess the causal relationship between job satisfaction and organizational commitment the study has followed explanatory research design.

The research strategy chosen to collected data was survey as it allows the collection of large amount of data from a sizeable population in a highly economical way and as it enables to collect quantitative data that can be analyzed quantitatively using descriptive and inferential statistics (Saunders, Lewis and Thorhill,2009).

To measure job satisfaction the job satisfaction survey instrument developed by Spector (1985) was used. The instrument has nine factors which are : pay, promotion, fringe benefits, contingent rewards , supervision, co-workers, nature of work itself, communication and operating procedures. And these nine factors according to Spector(1985) are believed to capture adequately the domain of job satisfaction and under each factor there are four questions thus, the instrument has overall 36 questions. The instrument has six agree-disagree response choices(disagree very much, disagree moderately, disagree slightly, agree slightly, agree moderately, and agree very much). Approximately half of the items were written in a positively worded direction and about half worded negatively. Each item was an evaluative statement, agreement with which would indicate either a positive or negative attitude about the job.

To measure organizational commitment of employees 18-item version of Meyer, Allen and Smith (1993) three-component organizational commitment instrument was used. The three components of organizational commitment are affective, normative and continuance commitment. Under each component of organizational commitment there are six questions thus, the instrument has overall 18 questions. The 5 point likert scales anchored by ‘strongly

disagree’ to ‘strongly agree’ were used. Only four of the items were written in a negatively worded sentence.

3.3.1. Reliability and validity of the instruments

Reliability of an instrument represents how consistent a measure is, in that the different attempts at measuring the same thing converge on the same point(Zikmund,et al., 2009). The internal consistency reliabilities(Coefficient alpha) of the job satisfaction survey instrument as reported by Spector (1994) and the internal consistency reliabilities(Coefficient alpha) of the three component organizational commitment instrument as reported by Allen and Meyer (1996 cited in Clugston, 2000) is presented in table 1 below.

Table 1-Reliability of instruments as reported by developers

No.	Variable	Source	No. of Items	Cronbach Alpha()
1.	Organizational Commitment	Allen and Meyer(1996)	18	
1.1.	Affective Commitment		6	0.85
1.2.	Normative Commitment		6	0.79
1.3.	Continuance Commitment		6	0.73
2.	Job Satisfaction	Spector (1994)	36	0.91
2.1.	Pay		4	0.75
2.2.	Promotion		4	0.73
2.3.	Supervision		4	0.82
2.4.	Fringe Benefits		4	0.73
2.5.	Contingent Rewards		4	0.76
2.6.	Operating Procedures		4	0.62
2.7.	Coworkers		4	0.60
2.8.	Nature of work		4	0.78
2.9.	Communication		4	0.71

Validity of an instrument refers to the extent to which it measures what it intends to measure(Zikmund et al,2009). The validity of the job satisfaction survey tool was assessed for discriminant and convergent validity by Spector(1985) and the result as reported by Spector meet four basic validity criteria which are (1) the validity correlations between equivalent subscales from both instruments were significantly larger than zero and of reasonable magnitude,

0.61 to 0.80, (2) these values were all higher than correlations between non corresponding subscales across instruments (3) the validity correlations were all higher than the inter correlations among subscales within each instrument. (4) the pattern of interrelationships among subscales were reasonably consistent, with all but one correlation from each instrument ranging from 0.20 to 0.37.

To ensure the validity of the three component organizational commitment instrument Allen and Meyer's (1996 cited in Clugston, 2000) reviewed 40 studies that used their scales and found both exploratory and confirmatory factor analyses validate the three-factor model and the factors are stable over time.

Thus, to test the reliability of Spector(1985) job satisfaction instrument and Meyer and Allen's (1990) three-component organizational commitment instrument cronbach alpha reliability test was carried out using SPSS version 21 and to ensure construct validity of the instruments face validity and content validity has been checked by reviewing the literature to look for consensus among professionals/scholars and by asking professional opinion of eight consultants(5 senior and 3 principal)of the institute who assured the content and face validity of the instruments.

3.4. Population and sample size

The target population of employees in Ethiopian Management Institute consists of 270 employees. However, since the aim of this study was to measure the two major workplace attitudes i.e., job satisfaction and organizational commitment of employees and attitudes of individuals towards their job or the organization forms as they get more information and insight about the organization. Thus, for this study all permanent employees who are found both in head office and branch office, who served in the institute for at least one year and who can read and write have been selected as the target sample which were 179 employees, thus, census was used.

3.5. Data sources and types

To conduct the study data was gathered from primary and secondary sources. Primary data are those which are collected afresh and for the first time whereas, secondary data are those which have already been collected by someone else and which have already been passed through the statistical process (Kothari, 2004).

Thus, for this study primary data was collected from selected employees of the institute through questionnaires and to trace on previous research findings and to find theoretical frame for the research secondary data from books and journals were consulted.

In this study the independent variable was job satisfaction, which represents a cluster of evaluative feelings about the job. And the dependent variable was organizational commitment, which refers to a psychological state that binds an employee to an organization.

3.6. Data collection procedures

To collect data first source list that was needed to select respondents was obtained from human resource management directorate of the institute. Participation in the study was voluntary and participants' identities were anonymous. Participants in the study were briefed about the academic purpose of the study and were assured of the confidentiality of their response. One hundred sixty nine questionnaires were distributed in person by the researcher both at head office and in Deberzeit branch office of the institute. The data collection took overall three weeks.

Before full scale data collection pilot testing with the aim of testing the questionnaires clarity, reliability and validity was conducted. During pilot testing the questionnaire was translated into Amharic with the help of language expert and other professional staffs. Then the questionnaire with both languages (Amharic and English) was distributed to 30 respondents and respondents were asked to check the questionnaire in terms of clarity of question wording, whether the questions are leading and if there is any bias due to question order. During pilot testing 29 filled questionnaires were returned with response rate of 96.7%. After making the necessary modification (working on making the Amharic translation more clarifying) based on the feedback gathered from the pilot test full scale data collection was undertaken in which 162 respondents filled the questionnaire with response rate of 90.5%.

3.7. Data Analysis

SPSS ('Statistical Package for the Social Sciences) is considered the most powerful program by researchers for social scientific data entry and analysis. Thus, this study used SPSS version 21 to analyze the quantitative data gathered through the questionnaires.

Descriptive analysis is the elementary transformation of data in a way that describes the basic characteristics such as central tendency, distribution, and variability (Zikmund et al, 2009).

Thus, to show the demographic characteristics of respondents' number, percentage and tabulation was used. And to answer research question 1: what is the perceived type and level of employees' organizational commitment? and research question 2: what is the perceived job satisfaction of employees'? Descriptive statistics tools such as mean and standard deviations were used. And for further insight of perceived job satisfaction and organizational commitment of employees Mann-Whitney U test which is appropriate test for comparing ordinal level data across two groups was used to compare the perceived job satisfaction and perceived organizational commitment of core/line and support staff.

Correlation analysis is the most popular technique for indicating the relationship of one variable to another and correlation can be considered as a standardized covariance that shows the extent to which a change in one variable corresponds systematically to a change in another (Zikmund et al, 2009). According to Saunders, Lewis and Thorhill (2009) Charles Spearman's coefficient of correlation (or rank correlation) is the technique of determining the degree of correlation between two variables in case of ordinal data where ranks are given to the different values of the variables. The main objective of this coefficient is to determine the extent to which the two sets of ranking are similar or dissimilar. Thus, to assess correlation Charles Spearman's product moment correlation coefficient was used in this study.

Thus, to measure correlation in this study Spearman correlation coefficient was used in order to answer research question 3: what is the relationship between job satisfaction and organizational commitment and its constructs? ; To answer research question 4: what is the relationship between job satisfaction factors organizational commitment and its constructs? And to test Hypotheses 1: there is significant relationship between job satisfaction and organizational commitment and its constructs and to test Hypotheses 2-10: the relationship between job satisfaction factors and organizational commitment and its constructs.

Simple (linear) regression analysis is a technique that measures the linear association between dependent variable and independent (predictor) variable. Thus, with simple regression, a dependent variable, Y (which was organizational commitment in this study), is linked to an independent (or predictor) variable, X (which was job satisfaction in this study). Therefore, to answer research question 5: to what extent does job satisfaction influence organizational commitment and its constructs? And to test Hypothesis 11: to what extent does job satisfaction

influence organizational commitment and its constructs? Simple linear regression analyses were carried out. And to identify the job satisfaction factor/s that have unique/most significant contribution/influence to/on organizational commitment and its components among the nine factors of job satisfaction multiple regression has been conducted.

3.8. Ethical Consideration

To ensure the ethicality of the study the following ethical rules have been followed : aim and objective of the research was disguised to respondents honestly and transparently , to obtain full consent of respondents their willingness to participate in the study was asked , to ensure privacy of research participants anonymity of respondents was protected, to avoid misrepresentation of data at most care was made to ensure objectivity in data analyses and to ensure conclusion is bounded by data's found as a result of the study , to avoid plagiarism work of different authors and researchers used in the research paper was acknowledged using Harvard style of citation .

CHAPTER FOUR
FINDINGS AND ANALYSIS, INTERPRETATION AND
DISCUSSION OF RESULTS

The objective of this study was to examine the influence of job satisfaction on organizational commitment of employees' in Ethiopian Management Institute. The aim of this chapter is to present, analyze, interpret and discuss the data's obtained from respondents. Thus, the chapter starts by providing the demographic characteristics of respondents and the descriptive, correlation analysis and linear regression analysis are presented thereafter.

4. Response rate and data editing and checking/data cleaning

Table 2 Response Rate

Questionnaires distributed	Questionnaires returned	Questionnaires rejected	Usable Questionnaires	Response rate
169	169	7	162	90.5%

When distributing the questionnaire the aim was to gather data from 179 employees of Ethiopian Management Institute who served in the organization for at least one year. However, due to different personal reasons of the potential respondents (unwillingness and annual leave) it was not possible to collect data from 10 respondents. However, after informing willing participants about the academic purpose of the study and assuring them of the confidentiality of their response it was able to collect 169 questionnaires. In order to make the raw data that was collected through questionnaire ready for conducting statistical analysis data cleaning has been conducted by checking the data for completeness and outliers. Thus, out of 169 questionnaires collected seven questionnaires were rejected due to incompleteness of some part of the survey section. Nevertheless, the usable questionnaires helped to achieve a response rate of 90.5%.

4.1.Result and discussion

4.1.1. Descriptive statistics

4.1.1.1. Characteristics of respondents

Table 3-Characterstics of respondents

	Number of respondents	Percentage
<u>Sex</u>		
Male	89	54.9
Female	68	42.0
Total	157	96.9
Missing	5	3.1
Total	162	100.0
<u>Age</u>		
<30	27	16.7
30-40	63	38.9
41-50	48	29.6
>50	19	11.7
Total	157	96.9
Missing	5	3.1
Total	162	100.0
<u>Educational Status</u>		
<12	23	14.2
12	34	21.0
Diploma	50	30.9
BA	45	27.8
Masters	4	2.5
Total	156	96.3
Missing	6	3.7
Total	162	100.0
<u>Experience</u>		
1-5	52	32.1
>5-10	36	22.2
10-15	19	11.7
>15	50	30.9
Total	157	96.9
Missing	5	3.1

Total	162	100.0
<u>Directorate</u>		
Core	36	23.53
Support	117	76.47
Total	157	
Missing	5	3.1
Total	162	100.0

As the data on table 3 shows the number of male respondents is slightly greater than the female respondents. Thus, the compositions of respondents fairly represent each sex.

It is evident from table 3 that 55.6% of the respondents were within the age range of <30-40 which indicates that majority of the respondents were young, which reflects the population has young age structure.

Table 3 also shows that 68.6% of the respondents education level is either diploma or below diploma and only 31.4% of the respondents have higher education.

The data on table 3 reveals that more than the majority of the respondents that is, 56% of the respondents work experience within the institute range from 1-10years with 33.1% below 5 years and only 22.9% above 5 years which shows that majority of the workforce is new and which indicates the existence of high turnover rate in the institute.

As shown in table 3 the data shows that significant majority of respondents especially respondents from the core directorate (53%) had below 5 years experience within the institute which shows that most of the respondents were relatively new to the organization. The data on table 3 also indicates that greater number of the respondents which 117(76.47%) were from support work unit this was due to the reason that most of the employees who are engaged in delivering the core business of the institute which is training, consultancy and research have below one year experience within the institute and were not included in the study.

4.2. Goodness of measurements

4.2.1. Reliability of job satisfaction survey instrument

To measure job satisfaction a 36 item scale developed by Spector (1985) was used in this study. The job satisfaction scale consist nine measures of job satisfaction which are satisfaction with pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. The 36 item were summed up to provide an overall measure of job satisfaction.

Response to the questionnaire were measured using six item scales (disagree very much, disagree moderately, disagree slightly, agree slightly, agree moderately and agree very much) the negatively worded items (17 questions) were reverse scored. Earlier studies using this scale have shown adequate reliability of around 0.91(e.g, Spector,1985; Getahun,Tefera and Burichew,2016). And the reliability coefficient alpha for job satisfaction in this study was 0.824 and the details are presented in table 3 below.

Table 4- Reliability of job Satisfaction instrument used

No.	Variable and factors	No. of Items	Cronbach alpha()
1.	Job satisfaction	36	0.824
1.1.	Pay	4	0.701
1.2.	Promotion	4	0.759
1.3.	Supervision	4	0.719
1.4.	Fringe benefits	4	0.762
1.5.	Contingent rewards	4	0.738
1.6.	Operating procedures	4	0.702
1.7.	Co-workers	4	0.701
1.8.	Nature of work	4	0.781
1.9.	Communication	4	0.737

Source: SPSS version 21 reliability analysis Output result of the study

According to Zikmund et al, (2009) scales with a coefficient between 0.80 and 0.95 are considered to have very good reliability, scales with a coefficient between 0.70 and 0.80 are considered to have good reliability, a value between 0.60 and 0.70 indicates fair reliability and when the coefficient is below 0.6, the scale is believed to have poor reliability. Thus, as the data on table 4 shows all the nine factors of job satisfaction have above0.7 and overall job satisfaction

has 0.824 Cronbach alpha. Thus, based on Zikmund et al, (2009) reliability criteria it can be said the instrument used in this study to measure job satisfaction has very good reliability.

4.2.1.1. Validity of job satisfaction survey instrument

Construct validity exists when a measure reliably measures and truthfully represents a unique concept. Construct validity consists of several components, including face validity, content validity, criterion validity, convergent validity and discriminant validity (Zikmund et al, 2009). However, ensuring the face validity (how well they are measuring what they are intended to measure) and content validity (adequately cover the domain of interest) is the base for assessing other components of construct validity (Zikmund et al, 2009). Thus, for this study to ensure the validity of job satisfaction instrument face and content validity have been checked.

Face validity according to Zikmund et al, (2009) refers to the subjective agreement among professionals that a scale logically reflects the concept being measured whereas Content validity refers to the degree that a measure covers the domain of interest. And to ensure face validity and content validity of the job satisfaction survey instrument used in this study literature review was undertaken to see if there is consensus among professionals/scholars and scholars such as Spector (1985); Gholami, Talebiyan, Aghamiri and Mohammadian, (2012) confirmed the validity of the instrument.

In addition to the literature review to test the validity of the instrument eight consultants (5 senior and 3 principal) of the institute were asked to evaluate the items on the instruments and all of them have expressed their agreement that the items on the job satisfaction survey instrument are measuring what they are intended for i.e., job satisfaction and they are within the domain of interest. Thus, confirmed the instrument has both content and face validity.

4.2.1.2. Reliability of organizational commitment instrument

To measure organizational commitment a 18-item scale developed by Meyer, Allen and Smith (1993) was used in this study. The organizational commitment instrument has three-components which are affective, continuance and normative organizational commitment. Response to the questionnaire are measured using five item scales (strongly disagree, disagree, neutral, agree, and strongly agree). Earlier studies using this scale have shown adequate reliability, for example, Allen and Meyer (1996 cited in Glugston, 2000) reported reliability of 0.85, 0.79, and 0.73 for affective, continuance, and normative organizational commitment respectively. And according to

a study conducted by Clugston(2000) found reliability of 0.85 for affective commitment, 0.88 for continuance commitment, and 0.80 for normative organizational commitment . And the reliability coefficient alpha in this study was 0.786 for affective commitment, 0.833 for normative organizational commitment and 0.805 for continuance commitment. The cronbach alpha for organizational commitment subscales is summarized in table 5 below.

Table 5- Reliability of organizational commitment instrument

Subscales	No. of items	Cronbach alpha
Affective organizational commitment	6	0.786
Normative organizational commitment	6	0.833
Continuance organizational commitment	6	0.805

Thus, the data on table 5 shows affective organizational commitment has 0.786 which according Zikmund et al, (2009) is good reliability and normative organizational commitment 0.833 and continuance organizational commitment 0.805 which according Zikmund et al, (2009) is a very good reliability.

4.2.1.3. Validity of organizational commitment instrument

Construct validity exists when a measure reliably measures and truthfully represents a unique concept. Construct validity consists of several components, including face validity, content validity, criterion validity, convergent validity and discriminant validity (Zikmund et al, 2009). However, ensuring the face validity(how well they are measuring what they are intended to measure) and content validity(adequately cover the domain of interest) is the base for assessing other components of construct validity thus, for this study to ensure the validity of the three component organizational commitment instrument face and content validity have been checked.

Face validity according to Zikmund et al, (2009) refers to the subjective agreement among professionals that a scale logically reflects the concept being measured whereas Content validity refers to the degree that a measure covers the domain of interest. And to ensure face validity and content validity of the three component organizational commitment instrument used literature review have been conducted to see whether there is consensus among professionals/scholars and review of 40 studies that used this instrument conducted by Allen and

Meyer's (1996 cited in clugston,2000) showed that both exploratory and confirmatory factor analyses validate the three factor model.

In addition to the literature review to test the validity of the instrument eight consultants (5 senior and 3 principal) of the institute were asked to evaluate the items on the instruments and all of them have expressed their agreement that the items on the three component organizational commitment instrument are measuring what they are intended for i.e., organizational commitment and they are within the domain of interest. Thus, confirmed the instrument has both content and face validity.

4.3. Assumptions

Every statistical test is conducted under some assumptions and assumptions according to Field(2009) explain when it is and isn't reasonable to perform a specific statistical test. Thus, the data of this study has been tested against the following assumptions to ensure the data is appropriate to conduct statistical analysis.

4.3.1. Normality

A Normal distribution refers to the symmetrical distribution of data around the centre of all scores and it is characterized by the bell-shaped curve. The bell-shaped curve basically implies that the majority of scores lie around the centre of the distribution (Field, 2009). There are two main ways in which a distribution can deviate from normal: (1) lack of symmetry called skewness and (2) pointyness called kurtosis.

In a perfectly normal distribution the values of skew and Kurtosis are 0. If a distribution has values of Skew or Kurtosis above or below 0 then this indicates a deviation from normal. Thus, a positive skewness value indicates positive (right) skew; a negative value indicates negative (left) skew. The higher the absolute value, the greater the skew, similarly, a positive kurtosis value indicates positive kurtosis; a negative one indicates negative kurtosis, the higher the absolute value, the greater the kurtosis.

Thus, to check the normality of the data collected for this study in addition to calculating value of skewness and kurtosis and their respective standard error (shown on table 6 and 7 on appendix 1) graphic method (exhibited in figure 2 and 3 appendix 2) was used.

According to Rose, Spinks and Canhoto(2015), in order to determine how extreme either the skewness or the kurtosis values must be before they indicate a problem for the assumption of normality a simple rule of thumb can be applied. Which is dividing either score by its standard error and if the result is greater than ± 1.96 it suggests that the data are not normal with respect to that static. And for large samples a threshold of ± 2.58 can be used. Thus, applying the rule of thumb of dividing each value by its standard error gives $-0.603/0.191=3.16$ for Skewness and $0.559/0.380=1.47$ for Kurtosis. Thus, though the Kurtosis is within the limits the Skewness shows 0.58 deviations from the limit.

Applying the rule of thumb of dividing each value by its standard error suggested by Rose, Spinks and Canhoto(2015) gives $-0.415/0.192=2.16$ for Skewness and $-0.045/0.381=0.12$ for Kurtosis. Thus, both the Skewness and Kurtosis values are within the limits (± 2.58).

4.3.2. Descriptive Analysis

Descriptive analysis is the elementary transformation of data in a way that describes the basic characteristics such as central tendency, distribution, and variability (Zikmund et al, 2009). To answer research question 1: what is the perceived type and level of employees' organizational commitment? and research question 2: what is the perceived job satisfaction of employees'? Descriptive statistics tools such as mean and standard deviations were used. And for further insight of perceived job satisfaction and organizational commitment of employees Mann-Whitney U test was conducted to compare the perceived job satisfaction and perceived organizational commitment of core/line and support staff.

4.3.3. Employees' perceived job satisfaction

In this study job satisfaction was the aggregated score of the nine dimensions of job satisfaction which are pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. According to Spector(1994) in order to draw conclusions about job satisfaction versus job dissatisfaction for samples or individuals, two approaches can be used. The first approach is the normative approach which would compare the target person/sample to the norms for the sample. However, these norms are limited in three ways. First, there are a small number of occupations and organizations represented. Second, the norms are not from representative samples and third, the norms are mainly from North America and as mean levels of job satisfaction varies across countries it is not possible to assume these

norms are representative of other countries, particularly those that are culturally different from North America. Thus, due to these limitations this method was not used. The other approach which was used for this study is the absolute approach that picks some logical, if arbitrary cut scores to represent dissatisfaction versus satisfaction.

Given the jobs satisfaction survey tool developed by Spector(1985) uses 6-point agree-disagree response choices(disagree very much, disagree moderately, disagree slightly, agree slightly, agree moderately and agree very much), it is logical to assume that agreement with positively-worded items and disagreement with negatively-worded items would represent satisfaction, whereas disagreement with positive-worded items, and agreement with negative worded items represents dissatisfaction. For the 4-item subscales i.e., for each of the nine dimensions, as well as the 36-item total score, this means that scores with a mean item response (after reverse scoring the negatively-worded items) of 4 or more represents satisfaction, whereas mean responses of 3 or less represents dissatisfaction. Mean scores between 3 and 4 are ambivalence. However, in this study as shown in Appendix 6 for mean scores below 3.5 the significant majority of responses(in percent) fail among the disagree range(i.e.,1,2,3) and for mean scores of above 3.5 the significant majority of responses(in percent) fail among the agree range(i.e.,4,5,6) thus, for this study mean score of 3.5 and above implies satisfaction(lightly satisfied to strongly satisfied) and mean score below 3.5 implies dissatisfaction(lightly dissatisfied to strongly dissatisfied).

Table 8 : Mean and Standard Deviations (SD) of perceived job satisfaction

Subscales	N	Mean	SD
Pay	161	3.5745	1.20638
Promotion	161	3.2314	1.28712
Supervision	161	3.7733	1.29680
Fringe benefits	161	3.3131	1.35220
Contingent rewards	161	3.3168	1.30137
Operating procedures	160	3.2156	1.27336
Co-workers	160	4.6891	1.06611
Nature of work	160	4.7490	1.15478
Communication	160	4.1063	1.25941
Total satisfaction	161	3.7755	0.62202

As shown in the table 8 above, nature of the work (mean=4.7490 and SD=1.15478), coworker(mean=4.6891,SD=1.06611),communication(mean=4.1063,SD=1.25941),

supervision(mean=3.7733,SD=1.29680) and pay(mean=3.5745,SD=1.20638) have the highest mean score relatively and operating procedures(mean= 3.2156, SD= 1.27336), promotion(mean= 3.2314, SD= 1.28712), fringe benefits(mean=3.3131,SD=1.35220) and contingent reward(mean= 3.3168, SD= 1.30137), comprise the lowest mean score. Thus, according to the data exhibited in table 8 while employees are satisfied with nature of the work, coworker, communication, supervision and pay they are dissatisfied with operating procedures, promotion, fringe benefits and contingent reward.

When we compare the mean score for the job satisfaction dimensions presented on table 8 respondents were more satisfied with nature of work relative to other dimensions of job satisfaction. Nature of work includes items such as meaningfulness of the work, enjoyability of the job and whether the job gives sense of pride. This means that the job respondents have in the institute adds to their job satisfaction by giving them meaning, joy and sense of pride. Thus, as Saari and Judge (2004) the work situation matters in terms of job satisfaction, which was found to be true in this study as well. And this finding is also in line with the findings of Jurgensen(1978) who reported type of work as one major element of employees job preference or satisfaction and Judge and Church(2000) who reported job satisfaction as one of the most important facet.

The next high mean score that is closer to nature of work was for co-workers. Co- workers according to Spector(1985) job satisfaction survey instrument consists items like whether coworkers are enjoyable, competent and easy to work with. This finding is in line with Bass (1990) finding that coworkers' relationship affects job satisfaction. So according to the result of the study having a good relation with coworkers leads to job satisfaction of respondents.

Data on table 8 also shows that respondents are satisfied with communication within the organization that comprises items such as goal clarity, having up to date information about the organization and work instruction clarity. Thus, the finding indicates that respondents believe that there is good communication within the institute which according to Kakakhel et al (2015) has a direct and positive relation with the employees' job satisfaction as exhibited in this study.

Respondents' response also shows that respondents are satisfied with supervision which means the respondents feel that they have competent, fair, caring and likable supervisor. This finding is consistent with the findings of Tsao (1990); Bass (1990) and Robbins (2003) that found the better the coordinative relationship between the leaders and subordinates the higher the job satisfaction rate would be. Respondents are also satisfied with the pay they get and they feel that the pay they get is fair, they have good chance for salary increase and raise. And the finding is in line with the findings of Yang, et al. (2008) which reported pay as an important factor that affect job satisfaction.

Furthermore, the finding on table 8 shows that respondents are dissatisfied with operating procedures which implies that respondents feel there is too much paperwork, too much work burden, most of the rules and procedures of the institute make doing a good job difficult and there are red tapes that hinder efforts to do good job. Which according to Spector, (1985) it is important factor that contributes to employees' job satisfaction.

According to the data on table 8 respondents are also dissatisfied with promotion opportunities and they feel that the institute provides too little chance for advancement and growth which according to Herzberg's dual factor theory(1966) are among the major intrinsic factors that lead to job satisfaction.

According to the data on table 8 respondents are also dissatisfied with contingent reward the institute provides and they feel that their efforts and good jobs are not recognized, appreciated, rewarded well and rewards are few. According to Gupta (1975) and Spector(1985) there exist a positive relationship between employee satisfaction and reward and according to Robbins(1993) employees' dissatisfaction may result if employees perceive that their effort are not recognized or that their rewards are not equitable . Therefore, the contingent reward the institute is providing currently i.e., performance based bonus is perceived as inadequate by the respondents.

As exhibited on table 8 respondents are highly dissatisfied with fringe benefits which according to the study conducted by Benjamin (2010) are a significant positive determinants of job satisfaction. Thus, respondents' dissatisfaction with fringe benefits implies that they are not happy with the benefits they are receiving currently and feel that the benefit package the institute provides is not equitable, not competitive with the benefits other similar organizations offer and

feel that there are benefits which need to be included. Thus, even though the institute currently provides fringe benefits such as , health insurance, house allowance (only for core staff), different leaves and covers cost of education fee, the finding shows that these benefits are not enough to make respondents' satisfied with the fringe benefits package.

As shown from the table 8 above, job satisfaction of employees' scored mean of 3.7755 and standard deviation of 0.62202. The mean score for overall job satisfaction is slightly above the dissatisfaction level which is 3.5 and thus, it can be concluded that majority of the respondents have moderate overall job satisfaction. However, previous studies show that organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees as job satisfaction leads to organizational citizenship behavior (Robins and Judge, 2013) and organizational commitment (Hailemariam and Prasada,2013).

4.3.4. Perceived job satisfaction of core and support staff

Table 9: Mann- Whitney U test of core and support staff job satisfaction

Ranks				
	Work unit	N	Mean Rank	Sum of Ranks
Job satisfaction	Core	36	59.67	2148.00
	Support	117	82.33	9633.00
	Total	153		

Test Statistics^a	
	Job satisfaction
Mann-Whitney U	1482.000
Wilcoxon W	2148.000
Z	-2.684
Asymp. Sig. (2-tailed)	.007
a. Grouping Variable: work unit	

The result of the Mann-Whitney test analysis as shown in table 9 above revealed that the job satisfaction level of respondents in support work units with a mean rank of 82.33 is higher than the job satisfaction level of respondents in core directorate which has a mean rank of 59.67, thus, based on the data exhibited on table 9 it can be concluded that the job satisfaction level of respondents in the support work units is statistically significantly higher than the job satisfaction

level of respondents in the core directorate (U=1482, P=0.007). This is due to the reason that the nature of job and the job context of core staff is highly different than the support staff.

4.3.5. Employees’ perception towards organizational commitment

Table 10: Perceived employee organizational commitment mean and standard deviations (SD)

Subscales	N	Mean	SD
Affective organizational commitment	159	3.7744	0.88992
Normative organizational commitment	159	3.3297	0.94917
Continuance organizational commitment	159	2.6140	0.88856
Overall organizational commitment	159	3.2394	0.73983

The organizational commitment survey tool uses 5-point agree-disagree response choices (strongly disagree, disagree, Neutral, agree, strongly agree). Thus, a mean score of 3 which is the midpoint indicates ambivalence, a mean score below 3 indicates lower commitment and a mean score above 3 and below 4 indicates moderate commitment and a mean score of 4 or above indicates higher commitment.

The result shown in table 10 shows that affective organizational commitment has mean = 3.7744 and SD=0.88992, normative organizational commitment has mean=3.3297 and SD=0.94917 and continuance organizational commitment has mean= 2.6140 and SD=0.73983 and the mean and standard deviation for overall organizational commitment was 3.2394 and 0.73983 respectively. The organizational Commitment Questionnaire is used to identify the commitment profile of employees within an organization thus, according to Meyer, Allen and smith (1993) plotting the three commitment scores that is, affective, normative and continuance organizational commitment will yield a commitment profile. In theory according to Meyer and Allen (1991) the optimal profile should be one in which affective organizational commitment scores are high (e.g., above the scale midpoint), and continuance organizational commitment is considerably lower (e.g., below the scale midpoint) as elevated score for continuance organizational commitment suggest that many employees may feel “trapped” in the organization.

And the findings of this study as exhibited on table 10 shows that the mean scores for the three components is in accordance with Meyer and Allen (1991).

When we compare the mean scores for components of organizational commitment affective organizational commitment has the highest mean score of 3.7744. Affective organizational commitment according to Allen and Meyer (1990) refers to an employee's desire to remain with the organization because they want to do so and involves emotional attachment to the organization, identification with the organization and involvement in the organization. Thus, the highest mean score for affective organizational commitment implies that respondents feel they are involved, emotionally attached and do identify with organization.

As exhibited in table 10 the next highest mean score is of normative organizational commitment which according to Allen and Meyer (1990) refers to an employee's desire to stay with the organization based on a sense of duty, loyalty, or moral obligation. Thus, the finding indicates that respondents feel moderate sense of duty, loyalty or moral obligation that made them stay with the organization.

As shown on table 10 continuance organizational commitment when compared to the other two components of organizational commitment has the least mean score and continuance organizational commitment according to Meyer and Allen (1991) refers to the need to remain in the organization based on the costs associated with leaving. Employees who have to stay primarily to avoid losing something of value (e.g., benefits, seniority) often have little incentive to do anything more than is required to retain their positions (Meyer and Allen, 2004). Thus, lowest mean score of continuance organizational commitment of respondents demonstrate that the costs associated with leaving are low for respondents and they are staying with the institute not because they need to stay due to some cost associated with leaving.

4.3.6. Perceived organizational commitment of employees' in terms of work unit

Table 11: Mann- Whitney U test of core and support staff organizational commitment

Ranks				
	Work unit	N	Mean Rank	Sum of Ranks
Organizational commitment	Core	36	47.63	1714.50
	Support	115	84.88	9761.50
	Total	151		

Test Statistics^a	
	Organizational commitment
Mann-Whitney U	1048.500
Wilcoxon W	1714.500
Z	-4.462
Asymp. Sig. (2-tailed)	.000
a. Grouping Variable: directorate	

The result of the Mann-Whitney test analysis as shown in table 11 revealed that the mean rank for respondents in support work units is 84.88 for organizational commitment level which is higher than the mean rank of respondents in the core work units whose mean score is 47.63. Thus, organizational commitment level of respondents in support work units is statistically significantly higher than the organizational commitment level of respondents in the core work units ($U=1048.5$, $P<0.01$). This could be due to the reason that employees in the core work units are professional employees and according to Howell and Dorfman (1986 cited in Rahman & Hanafiah, 2002) professional employees tend to become more committed to their profession and its values than to their employers or organizations. According to Kozlowski and Hults (1986 cited in Rahman and Hanafiah,2002) profession refers to a common body of knowledge; autonomy in the application of that knowledge, commitment to a specialized line of work; identification with the line of work; responsibility to society for the ethical use of specialized knowledge and collegial maintenance of performance standards.

4.3.7. Correlation analysis

Correlation analysis is a technique used for indicating the relationship of one variable to another and can be considered as a standardized covariance that shows the extent to which a change in one variable corresponds systematically to a change in another (Zikmund et al, 2009). According to Saunders, Lewis and Thornhill(2009) Charles Spearman's coefficient of correlation (or rank correlation) is the technique of determining the degree of correlation between two variables in case of ordinal data where ranks are given to the different values of the variables. The main objective of this coefficient is to determine the extent to which the two sets of ranking are similar or dissimilar. Thus, to assess the correlation between job satisfaction and organizational commitment Charles Spearman's product moment correlation coefficient was used.

Thus, to measure correlation in this study Spearman correlation coefficient was used in order to answer research question 3: what is the relationship between job satisfaction and organizational commitment constructs? ; To answer research question 4: what is the relationship between job satisfaction factors and affective, normative and continuance organizational commitment? And to test Hypotheses 1: there is significant relationship between overall job satisfaction and organizational commitment and to test Hypotheses 2-10: relationship between job satisfaction factors and affective, normative and continuance commitment.

Correlation coefficient is a standardized measure of an observed effect. A coefficient of +1 indicates a perfect positive relationship, a coefficient of -1 indicates a perfect negative relationship, a coefficient of 0 indicates no linear relationship at all. And a correlation coefficient of values of ± 0.1 represent a small effect, ± 0.3 is a medium effect and ± 0.5 represent a large effect (Field, 2009).

Table 6-Correlation matrix of the study variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Job satisfaction	1													
2. Pay	.397**	1												
3. promotion	.558**	.206**	1											
4. supervision	.560**	.135	.299**	1										
5. Fringe benefit	.606**	.282**	.337**	.245**	1									
6. Contingent reward	.423**	.026	.089	.193*	.276**	1								
7. Operating Procedure	.283**	.048	.095	.035	.009	.202*	1							
8. coworkers	.363**	.068	.059	.203*	.094	-.074	-.106	1						
9. Nature of work	.445**	.157*	.149	.053	.145	.022	-.094	.278**	1					
10. communication	.675**	.114	.240**	.402**	.277**	.088	.085	.429**	.401**	1				
11. Organizational commitment	.457**	.268**	.232**	.227**	.355**	.065	.054	.256**	.331**	.305**	1			
12. Affective commitment	.469**	.189*	.187*	.281**	.260**	.038	.111	.315**	.333**	.430**	.837**	1		
13. Normative commitment	.530**	.268**	.306**	.246**	.387**	.073	-.033	.290**	.420**	.395**	.873**	.731**	1	
14. Continuance commitment	.116	.177*	.034	.035	.238**	.018	.026	.004	.082	-.018	.688**	.314**	.382**	1

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

*Correlation is significant at the 0.05 level (2-tailed).

• N ranges from 159 – 162. The variation in N is due to missing data.

Hypothesis 1: *There is significant relationship between employees' job satisfaction and organizational commitment and its construct i.e., affective, normative and continuance commitment.*

Table 7- The relationship between job Satisfaction and organizational commitment constructs

Organizational Commitment	Job Satisfaction
Affective organizational	0.469**
Normative organizational	0.530**
Continuance organizational	0.116
Overall organizational commitment	0.457**

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

The results from table 13 shows that the there is statistically significant positive relationship between organizational commitment and job satisfaction ($r=0.457$, $P<0.01$) which is in line with the findings of Chughtai and Zafar (2006) and Azeem and Akhtar (2014) who reported a significant positive relationship between job satisfaction and organizational commitment. Furthermore, the result on table 13 shows that job satisfaction and the two organizational commitment components have statistically significant positive relationship (Normative, $r= 0.530$, $P<0.01$; Affective, $r=0.469$, $P< 0.01$) which is in line with Hackett,Bycio and Hausdorf(1994) finding who reported positive relation between job satisfaction and affective organizational commitment and job satisfaction and normative organizational commitment. However, though prior researchers have reported either positive (Clugston, 2000) or negative relationship (Hackett, Bycio and Hausdorf, 1994) between job satisfaction and continuance organizational commitment the findings of this study found weak positive but not statistically significant relationship between job satisfaction and continuance organizational commitment ($r = 0.116$, $p > 0.05$).

The positive significant associations observed between the job satisfaction and the affective organizational commitment variable suggests that respondents who feel satisfied with their job seem to feel more emotionally attached to and involved with the institute. Similarly, the positive significant relationships observed between the job satisfaction and normative organizational commitment suggests that respondents who are satisfied with their job seem to

feel a desire to stay with the institute based on a sense of duty, loyalty and moral obligation. However this study found weak, positive but statistically not significant correlation between job satisfaction and continuance organizational commitment which indicates respondents choice to stay with the institute is not due to fear of some costs associated with leaving.

Thus, it can be said *hypothesis 1 which proposed there is significant relationship between employees' job satisfaction and affective, normative and continuance commitment is partially supported.*

4.3.8. Correlation between job satisfaction and organizational commitment constructs

4.3.8.1. Correlation between dimensions of job satisfaction and organizational commitment

Table 8: correlation of dimensions of job satisfaction with overall organizational commitment

Dimensions of job satisfaction	Overall organizational commitment
Pay	0.268**
Promotion	0.231**
Supervision	0.227**
Fringe benefits	0.356**
Contingent rewards	0.065
Operating procedures	0.055
Co-workers	0.256**
Nature of work	0.332**
Communication	0.306**

** Correlation is significant at the 0.01 level

*correlation is significant at the 0.05 level

As shown in table 14 the correlation represent statistically significant positive relationship between fringe benefits and overall organizational commitment ($r = 0.356, p < 0.01$), between nature of work and overall organizational commitment($r = 0.332, p < 0.01$), communication and overall organizational commitment($r = 0.306, p < 0.01$), pay and overall organizational commitment ($r = 0.268, p < 0.01$), co-workers and overall organizational commitment($r = 0.256, p < 0.01$), promotion and overall organizational commitment ($r = 0.231, p < 0.01$), supervision and overall organizational commitment ($r = 0.227, p < 0.01$). Furthermore according to the data presented on table 14 positive but not statistically significant relationship between contingent rewards and overall organizational commitment ($r = 0.065, p > 0.05$) and operating procedures and overall organizational commitment ($r = 0.055, p > 0.05$) was found.

The positive significant associations observed between dimensions of job satisfaction and overall organizational commitment implies that respondents who are satisfied with fringe benefits, nature of work, communication, pay, co-workers, supervision and promotion tend to develop organizational commitment towards the institute. This finding is in line with the study of Malik, Nawab, Naeem and Danish(2010) who reported satisfaction with work-itself, quality of supervision, salary, coworkers and opportunities for promotion are related to organizational commitment of employees'. And also the finding is in accordance with the finding of Sinclair, Leo and Wright (2005) who reported positive correlation between employees' benefit satisfaction and their organizational commitment.

On the other hand, the positive but not statistically significant relationship found between contingent rewards and overall organizational commitment is in contrary to the finding of Eliyana, Yusuf and Prabowo (2012) who reported compensation as the dominant variable of job satisfaction factor that influence employees' organizational commitment. However, the positive but not statistically significant relationship found between operating procedures and overall organizational commitment is supported by findings of Lumley et al (2011), who found no significant relationship between operating conditions and organizational commitment.

4.3.8.2. Correlation between dimensions of job satisfaction and affective, normative and continuance commitment

Table 9: Correlation of dimensions of job satisfaction and affective organizational commitment

Dimensions of job satisfaction	Affective organizational commitment
Pay	0.189*
Promotion	0.187*
Supervision	0.281**
Fringe Benefits	0.260**
Contingent Reward	0.038
Operating Procedure	0.111
Coworker	0.315**
Nature of Work	0.333**
Communication	0.430**

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

*correlation is significant at the 0.05 level (2-tailed).

As shown in table 15 the correlation coefficient represent statistically significant positive relationship between communication and affective organizational commitment ($r = 0.430, p < 0.01$), between nature of work and affective organizational commitment ($r = 0.333, p < 0.01$), coworker and affective organizational commitment ($r = 0.315, p < 0.01$), supervision and affective organizational commitment ($r = 0.281, p < 0.01$), Fringe benefits and affective organizational commitment ($r = 0.260, p < 0.01$), pay and affective organizational commitment ($r = 0.189, p < 0.05$), and promotion and affective commitment ($r = 0.187, p < 0.05$). On the other hand, positive but not statistically significant relationship between operating procedure and affective organizational commitment ($r = 0.111, p > 0.05$) and contingent reward and affective organizational commitment ($r = 0.038, p > 0.05$) was found.

The positive significant associations observed between dimensions of job satisfaction and affective organizational commitment shown in table 15 imply that respondents who are satisfied with communication, nature of work, co-worker, supervision, fringe benefits, pay and promotion tend to develop affective organizational commitment towards the institute. This finding is in line with the study of Araya and Haiyan (2015) who reported pay, promotion, supervision, and communication does contribute to employees' affective organizational commitment and the findings of Alsiewi and Agil (2014) who found a significant relationship between satisfaction with pay, benefits, co-worker, supervisor, growth and development opportunities and affective commitment.

On the other hand, positive but not statistically significant relationship found between contingent rewards and affective organizational commitment and between operating procedures and affective commitment implies that satisfaction or dissatisfaction of respondents' with operating procedures may not relate to respondents' desire to stay with the institute, this finding is supported by findings of Lumley et al (2011), who found no significant relationship between operating conditions and organizational commitment. Furthermore, the not statistically significant relationship found between contingent rewards and affective organizational commitment shows that respondents' desire to stay with the institute is not related to expected contingent rewards.

Table 10: Correlation of dimensions of job satisfaction with normative organizational commitment

Dimensions of job satisfaction	Normative organizational commitment
Pay	0.268**
Promotion	0.306**
Supervision	0.246**
Fringe benefit	0.387**
Contingent reward	0.073
Operating procedure	-0.033
Co-workers	0.290**
Nature of Work	0.420**
Communication	0.395**

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

*correlation is significant at the 0.05 level (2-tailed).

As shown in table 16 the correlation represent statistically significant positive relationship between nature of work and normative organizational commitment ($r = 0.420$, $p < 0.01$), between communication and normative commitment ($r = 0.395$, $p < 0.01$), Fringe benefits and normative organizational commitment ($r = 0.387$, $p < 0.01$), Promotion and normative organizational commitment ($r = 0.306$, $p < 0.01$), co-workers and normative organizational commitment ($r = 0.290$, $p < 0.01$), pay and normative commitment ($r = 0.268$, $p < 0.01$), and supervision and normative organizational commitment ($r = 0.246$, $p < 0.05$).

On the other hand, statistically not significant negative relationship between operating procedure and normative organizational commitment ($r = -0.033$, $p > 0.05$) was found. Whereas, contingent reward had positive but not statistically significant relationship with normative organizational commitment ($r = 0.073$, $p > 0.05$).

The positive significant associations observed between dimensions of job satisfaction and normative organizational commitment as presented in table 16 imply that respondents who are satisfied with nature of work, communication, fringe benefits, promotion, co-workers, pay and supervision seem to develop normative organizational commitment towards the institute. This finding is in line with the study of Araya and Haiyan (2015) who reported pay contributes to employees' normative organizational commitment, and the findings of Alsiewi and Agil (2014)

who found a significant relationship between satisfaction with pay, benefits, co-worker, supervisor and growth and development opportunities.

On the other hand, the negative significant association observed between operating procedure and normative organizational commitment implies that respondents' feeling towards operating procedure is not related to their sense of duty, loyalty or moral obligation that made them stay with the institute. This finding is supported by the findings of Lumley et al (2011), who found no significant relationship between operating conditions and organizational commitment.

Table 11: Correlation of dimensions of job satisfaction with continuance commitment

Dimensions of job satisfaction	Continuance organizational commitment
Pay	0.177*
Promotion	0.034
Supervision	0.035
Fringe benefit	0.238**
Contingent reward	0.018
Operating procedure	0.026
Co-worker	0.004
Nature of work	0.082
Communication	-0.018

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

*correlation is significant at the 0.05 level (2-tailed).

The findings presented on table 17 shows that statistically significant positive relationship exist between fringe benefit and continuance organizational commitment ($r = 0.238, p < 0.01$) and between pay and continuance commitment($r = 0.177, p < 0.05$).

On the other hand, positive but not statistically significant relationship was found between promotion and continuance organizational commitment ($r = 0.034, p > 0.05$), between supervision and continuance organizational commitment ($r = 0.035, p > 0.05$), between contingent reward and continuance organizational commitment ($r = 0.018, p > 0.05$), between operating procedure and continuance organizational commitment ($r = 0.026, p > 0.05$), between co-worker and continuance organizational commitment ($r = 0.004, p > 0.05$), between nature of work and continuance organizational commitment ($r = 0.082, p > 0.05$). and not statistically

significant negative relationship was found between communication and continuance organizational commitment ($r = -0.018, p > 0.05$).

The significant positive relation between pay and continuance organizational commitment is in accordance with the finding of Araya and Haiyan (2015) who reported pay as one factor that contributes to the employees' continuance commitment. And the significant positive relation between fringe benefit and continuance organizational commitment reported in this study is in line with the findings of Umoh, Amah and Wokocha (2014).

4.3.9. Simple Linear Regression Analysis

According to Zikmund, et al. (2009), regression analysis is another technique for measuring the linear association between a dependent and an independent variable. Regression is a dependence technique that makes a distinction between dependent and independent variables. Thus, with simple regression, a dependent (or criterion) variable, Y, is linked to an independent (or predictor) variable, X. linear regression is used when we want to predict the value of a variable based on the value of another variable. Thus, in this study to test the influence job satisfaction (independent or predictor variable) has on organizational commitment (dependent or criterion variable) linear regression test has been performed.

4.3.9.1. Regression Model Assumption

To draw conclusions about a population based on a regression analysis done on a sample, according to Field (2009) the following assumptions: variable types, non-zero variance, linearity, no perfect multicollinearity, independent error and homoscedasticity must be true.

Variable type: the predictor variable must be quantitative or categorical, and the outcome variable must be quantitative, continuous and unbounded. By quantitative it is meant that they should be measured at the interval level and by unbounded it is meant that there should be no constraints on the variability of the outcome. This assumption is maintained in this study by changing the ordinal data (which was originally gathered) to interval by multiplying each mean value by the respective number of questions of the instrument.

Non-zero variance: The predictor should have some variation in value (i.e. they do not have variances of 0).

Linearity: The mean values of the outcome variable for each increment of the predictors lie along a straight line.

No perfect multicollinearity: Multicollinearity exists when there is a strong correlation between two or more predictors in a regression model. Perfect collinearity exists when at least one predictor is a perfect linear combination of the others so, the predictor variables should not correlate too highly (Field, 2009).

Independent errors: For any two observations the residual terms should be uncorrelated (or independent). This assumption can be tested with the Durbin–Watson test, which tests for serial correlations between errors. The test statistic can vary between 0 and 4 with a value of 2 meaning that the residuals are uncorrelated. A value greater than 2 indicates a negative correlation between adjacent residuals, whereas a value below 2 indicates a positive correlation.

Homoscedasticity: At each level of the predictor variable, the variance of the residual terms should be constant. This just means that the residuals at each level of the predictor should have the same variance (homoscedasticity); when the variances are very unequal there is said to be heteroscedasticity.

Figure 4(Appendix 3) shows the graph for organizational commitment data, and as exhibited in figure 4 the points are randomly and evenly dispersed throughout the plot. This pattern according to (Field, 2009) is indicative of a situation in which the assumptions of linearity and homoscedasticity have been met.

According to Field, (2009) to test the normality of residuals, looking at the histogram and normal probability plot(normal P-P plot) of the data is important. The histogram should look like a normal distribution (a bell-shaped curve).Thus, the distribution of the data exhibited on figure 5(Appendix 2) can be considered normal.

According to Field(2009) the normal probability plot can also be used to check if there are deviations from normality. The straight line on the 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. Thus, since the dots exhibited on figure 6(Appendix 4) are very close to the line it can be said the normality assumption for the data has been met. Plus, as the mean values of the outcome variable for each increment of the predictor(s) almost lie along the straight line which shows that linearity assumption was also met.

4.3.9.2. Influence of job satisfaction and organizational commitment

Table 12 : Linear regression between Job Satisfaction and Organizational Commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.510 ^a	.260	.255	11.49391
a. Predictors: (Constant), job satisfaction				

The model summary on table 18 provides the value of R, R² and adjusted R² for the model that has been derived. For these data R which is the degree of association between job satisfaction and organizational commitment has a value of 0.510, the value of R² is 0.260 and the adjusted R² has a value of 0.255 which shows that job satisfaction accounts for 25.5% of the variation in organizational commitment. Thus, the model summary reveals that the proportion of the variation in affective commitment of respondents' is explained by job satisfaction only by 25.5% and the remaining 74.5% of the variation in organizational commitment is explained by other variable/s. This finding is in line with Nguyen, Mai and Nguyen (2014) and Eliyana, Mardiana and Prabowo (2012) findings who reported job satisfaction has influence on employees' organizational commitment.

Table 13-Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7278.703	1	7278.703	55.096	.000 ^b
	Residual	20741.265	157	132.110		
	Total	28019.968	158			
a. Dependent Variable: organizational commitment						
b. Predictors: (Constant), job satisfaction						

The analysis of variance (ANOVA) shows whether the model overall, results in a significantly good degree of prediction of the outcome variable (Field, 2009). According to table 19 the analysis of variance (ANOVA) for these data, The F-statistic is 55.096, which is significant at p< 0.01. This result indicates that there is less than a 0.1% chance that an F-ratio this large would

happen, if the null hypothesis proposed about F-ratio were true. Therefore, it can be concluded that the regression model overall predicts organizational commitment significantly well.

Table 14-Coefficients

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.191	5.614		3.062	.003
	Job satisfaction	10.904	1.469	.510	7.423	.000

a. Dependent Variable: organizational commitment

Table 20 provides details of the model parameters(the beta value and the significance of this value). b_0 is the y intercept and this value is the value B for the constant. Thus, according to the above table b_0 is 17.191 and this can be interpreted as meaning that when there is very low (close to zero) job satisfaction level(when $X=0$), the model predicts that organizational commitment level of employees will be 17.191. Table 19 also provides the value of b_1 which represents the gradient of the regression line, which is 10.904 which represents the change in the outcome associated with a unit change in the predictor. Therefore, if the predictor variable which is job satisfaction is increased by one unit, then this model predicts that organizational commitment will be increased by 10.904. The data on table 20 also provides the exact probability that the observed value of the t would occur if the value of b in the population were 0. If this observed significance is less than 0.05 which is true for this model, it can be concluded that the probability of these t-values or larger occurring if the values of b in the population were 0 is less than .05. Therefore, as the bs are different from 0 it is possible to conclude that job satisfaction makes a significant contribution ($p < .05$) to predicting organizational commitment. Thus, based on the model the following linear regression equation can be derived:

$$Y = b_0 + b_1X$$

Y=the dependent variable (organizational commitment in this case)

b_0 = the Y intercept

b_1 =Gradient of the regression line

X= Independent variable(job satisfaction)

Therefore, organizational commitment =17.191+10.904(job satisfaction)

4.3.9.3. Influence of job satisfaction and affective organizational commitment

Table 15: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.520 ^a	.270	.266	4.57581
a. Predictors: (Constant), job satisfaction				

According to table 21, it is evidenced that the coefficient of linear correlation R which is the degree of association between job satisfaction and affective organizational commitment is 0.520, there is also R² value of 0.270 and adjusted R² of 0.266, which indicates that job satisfaction can account for 26.6% of the variation in affective organizational commitment. Thus, the model summary reveals that the proportion of the variation in affective organizational commitment of respondents' is explained by job satisfaction only 26.6% and the remaining 73.4% of the variance is explained by other variables. This finding is in line with the finding of Chordiya, Sabharwal and Goodman (2017) who reported job satisfaction has a significant positive impact on affective organizational commitment.

Table 16: Analysis of Variance ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1217.389	1	1217.389	58.143	.000 ^b
	Residual	3287.266	157	20.938		
	Total	4504.656	158			

a. Dependent Variable: affective organizational commitment

b. Predictors: (Constant), job satisfaction

According to table 22 the analysis of variance(ANOVA) for these data, the F-statistic is 58.143, which is significant at p< 0.01. This result indicates that there is less than a 0.1% chance that an F-ratio this large would happen, if the null hypothesis proposed about F-ratio were true. Therefore, it can be concluded that the regression model overall predicts affective organizational commitment significantly well.

Table 17: Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	5.831	2.235		2.609	.010
1	Job satisfaction	4.459	.585	.520	7.625	.000

a. Dependent Variable: affective organizational commitment

The data on table 23 provides details of the model parameters (the beta value and the significance value). b_0 is the y intercept and this value is the value B for the constant. Thus, according to the above table b_0 is 5.831 and this can be interpreted as meaning that when there is very low (close to zero) job satisfaction level (when $X=0$), the model predicts that affective organizational commitment level of respondents' will be 5.831. Table 23 also provides the value of b_1 which represents the gradient of the regression line, which is 4.459 which represents the change in the outcome associated with a unit change in the predictor. Therefore, if the predictor variable which is job satisfaction is increased by one unit, then this model predicts that affective organizational commitment will be increased by 4.459. The data on table 23 also provides the exact probability that the observed value of the t would occur if the value of b in the population were 0. If this observed significance is less than 0.05 which is true for this model, it can be concluded that the probability of these t-values or larger occurring if the values of b in the population were 0 is less than .05. Therefore, as the bs are different from 0 it is possible to conclude that job satisfaction makes a significant contribution ($p < .05$) to predicting affective organizational commitment. Thus, based on the model the following linear regression equation can be derived:

$$Y = b_0 + b_1X$$

Y = the dependent variable (affective organizational commitment in this case)

b_0 = the Y intercept

b_1 = Gradient of the regression line

X = Independent variable (job satisfaction)

Therefore, affective organizational commitment = $5.831 + 4.459(\text{Job satisfaction})$

4.3.9.4. Influence of job satisfaction and normative organizational commitment

Table 18: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.546 ^a	.298	.294	4.78525
a. Predictors: (Constant), job satisfaction				

According to table 24, it is evidenced that the coefficient of linear correlation R which is the degree of association between job satisfaction and normative organizational commitment is 0.546, there is also R² value of 0.298 and adjusted R² of 0.294, which indicates that job satisfaction can account for 29.4% of the variation in normative organizational commitment. Thus, the model summary reveals that the proportion of the variation in normative organizational commitment of respondents' is explained by only 29.4% of job satisfaction and the remaining 70.6% of the variance is explained by other variable/s.

Table 19: Analysis of Variance (ANOVA)

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1529.363	1	1529.363	66.788	.000 ^b
	Residual	3595.090	157	22.899		
	Total	5124.453	158			
a. Dependent Variable: normative organizational commitment						
b. Predictors: (Constant), job satisfaction						

According to table 25 the analysis of variance(ANOVA) for these data, the F-statistic is 66.788, which is significant at p< 0.01. This result indicates that there is less than a 0.1% chance that an F-ratio this large would happen, if the null hypothesis proposed about F-ratio were true. Therefore, it can be concluded that the regression model overall predicts normative organizational commitment significantly well.

Table 20: Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.130	2.337		.484	.029
1	Job satisfaction	4.998	.612	.546	8.172	.000

a. Dependent Variable: normative organizational commitment

The data on table 26 provides details of the model parameters (the beta value and the significance value). b_0 is the y intercept and this value is the value B for the constant. Thus, according to the above table b_0 is 1.130 and this can be interpreted as meaning that when there is very low (close to zero) job satisfaction level (when $X=0$), the model predicts that normative organizational commitment level of respondents' will be 1.130. Table 26 also provides the value of b_1 which represents the gradient of the regression line, which is 4.998 which represents the change in the outcome associated with a unit change in the predictor. Therefore, if the predictor variable which is job satisfaction is increased by one unit, then this model predicts that normative organizational commitment will be increased by 4.998. Therefore, as the b s are different from 0 it is possible to conclude that job satisfaction makes a significant contribution ($p < .05$) to predicting normative organizational commitment. Thus, based on the model the following linear regression equation can be derived:

$$Y = b_0 + b_1X$$

Y=the dependent variable (normative organizational commitment in this case)

b_0 = the Y intercept

b_1 =Gradient of the regression line

X= Independent variable (job satisfaction)

Therefore, normative organizational commitment = 1.130 + 4.998(Job satisfaction)

4.3.9.5. Influence of job satisfaction and Continuance organizational commitment

Table 21: model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.169 ^a	.029	.022	5.27150
a. Predictors: (Constant), job satisfaction				

According to table 27, it is evidenced that the coefficient of linear correlation R which is the degree of association between job satisfaction and continuance organizational commitment is 0.169, there is also R² value of 0.029 and adjusted R² of 0.022, which indicates that job satisfaction can account for 2.2% of the variation in continuance organizational commitment. Thus, the model summary reveals that the proportion of the variation in continuance organizational commitment of respondents' is explained by only 2.2% of job satisfaction and the remaining 97.8% of the variance is explained by other variables.

Table 22: Analysis of variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	128.077	1	128.077	4.609	.053 ^b
	Residual	4362.833	157	27.789		
	Total	4490.911	158			
a. Dependent Variable: continuance organizational commitment						
b. Predictors: (Constant), job satisfaction						

The ANOVA summary on table 28 shows whether the model, overall, results in a significantly good degree of prediction of the outcome variable (Field, 2009). And for the result to reflect a genuine effect the p value needs to be less than 0.05. However, for these data P>0.05 thus it can be concluded that the explanatory variable considered in this study which is job satisfaction is not the cause for variation in the dependent variable i.e, continuance organizational commitment.

Table 23: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.230	2.575		3.973	.000
1 Job satisfaction	1.446	.674	.169	2.147	.053

a. Dependent Variable: continuance organizational commitment

The data on table 29 provides details of the model parameters (the beta value and the significance value), which are beta value is 0.169 and $P > 0.05$. For the result to reflect a genuine effect the p value needs to be less than 0.05. However, for these data $P > 0.05$, thus, it can be concluded that job satisfaction of respondents' is not the major predictor of continuance organizational commitment.

4.3.10. Multiple Regression

Though the independent variable in this study is one which is job satisfaction to further explore the influence job satisfaction has on organizational commitment and its constructs multiple regression has been conducted to identify of the nine job satisfaction factors the factor/s that has significant contribution to organizational commitment and its constructs. According to Field (2009) multiple regression is a way of predicting an outcome variable from several variables. Therefore, in this study the nine factors of job satisfaction which are communication, reward, pay, operating procedure, promotion, coworker, nature of work, supervision and fringe benefit were taken as predictors or independent variables and organizational commitment and its constructs affective, normative and continuance organizational commitment were the dependent or outcome variable.

In order to determine the order predictor variables are entered into the model forced entry method was selected which according to Field (2009) refers to entering all predictors into the model simultaneously. Forced entry method according to Studenmund & Cassidy (1987 cited in Field, 2009) is appropriate method for theory testing.

4.3.10.1. Multicollinearity Assumptions

Table 24- Multicollinearity Test

Coefficients^{a,b,c,d}		
Model	Collinearity Statistics	
	Tolerance	VIF
Pay	.876	1.142
Promotion	.804	1.243
Supervision	.751	1.331
Fringe benefit	.738	1.355
Contingent reward	.835	1.198
Operating procedure	.916	1.091
Coworkers	.809	1.237
Nature of work	.787	1.270
Communication	.622	1.607
a. Dependent Variable: Organizational commitment b. Dependent Variable: affective commitment c. Dependent Variable: normative commitment d. Dependent Variable: continuance commitment		

According to Field (2009) variance inflation factor (VIF) indicates whether a predictor has a strong linear relationship with the other predictor(s) and related to the VIF is the tolerance statistic, which is its reciprocal($1/VIF$). Bowerman and O'Connell (1990 cited in Field,2009) if the average VIF is greater than 1, then multicollinearity may be biasing the regression model. And according to Menard(1995 cited in Field,2009) tolerance values below 0.2 indicates serious problems. Thus, according to the data on table 30 the average VIF is 1.27 and tolerance is above 0.2 this implies the model exhibited on table 30 the predictors doesn't have strong correlation i.e, no multicollinearity bias.

4.3.10.2. Influence of Job satisfaction factors on overall organizational commitment

Table 25-Model Summary

Model Summary ^b					
Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.576 ^a	.332	.291	11.21214	1.620
a. Predictors: (Constant), communication, reward, pay, procedure, promotion, coworker, work, supervision, benefit					
b. Dependent Variable: Organizational Commitment					

Durbin-Watson statistic test informs us about whether the assumption of independent errors is acceptable. The test statistic can vary between 0 and 4 with a value of 2 meaning that the residuals are uncorrelated and a value greater than 2 indicates a negative correlation between adjacent residuals, whereas a value below 2 indicates a positive correlation. For these data the value of Durbin-Watson test is 1.620 which is above 1 and closer to 2. Thus, it can be said the independent errors assumption has been met (Field,2009).

R in the column labeled R refers to the values of the multiple correlation coefficient between the predictors i.e., communication, reward, pay, operating procedure, promotion, coworker, nature of work, supervision and fringe benefit and the outcome or the dependent variable i.e., organizational commitment. And according to table 31 $r = 0.576$. R^2 which is a measure of how much of the variability in the outcome is accounted for by the predictors is 0.332 and the adjusted R^2 is 0.291.

Thus, by taking the adjusted R^2 on table 31 it can be said the predictors i.e., communication, reward, pay, procedure, promotion, coworker, work, supervision, benefit account for 29.1% variation of employees organizational commitment.

Table 26- Analysis of variance (ANOVA)

ANOVA ^a					
Model 1	Sum of Squares	Df	Mean Square	F	Sig.
Regression	9288.879	9	1032.098	8.210	.000 ^b
Residual	18731.089	149	125.712		
Total	28019.968	158			
a. Dependent Variable: Organizational commitment					
b. Predictors: (Constant), communication, reward, pay, procedure, promotion, coworker, work, supervision, benefit					

According to Field(2009) if the improvement due to fitting the regression model is much greater than the inaccuracy within the model then the value of F will be greater than 1 . For the model on table 32 the F-ratio is 8.210, which is very unlikely to have happened by chance as $p < .001$ and this result implies that the model significantly predicts the outcome variable which is organizational commitment. This finding is in line with Araya and Haiyan(2015) research finding who reported job satisfaction factors have impact on organizational commitment.

Table 27-Coefficients

Coefficients ^a					
Model1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16.597	6.258		2.652	.009
Pay	1.376	.788	.125	1.746	.083
Promotion	.214	.780	.020	.274	.784
Supervision	1.107	.789	.108	1.402	.163
Fringe benefit	2.851	.764	.291	3.730	.000
Contingent reward	-.633	.756	-.061	-.837	.404
Operating procedure	.603	.732	.058	.824	.411
Coworker	1.115	.928	.090	1.202	.231
Nature of work	3.024	.872	.262	3.466	.001
Communication	.733	.896	.069	.817	.415

a. Dependent Variable: Organizational Commitment

The b-values indicate the individual contribution of each predictor to the model and positive value shows the existence of positive relationship between the predictor and the outcome, whereas a negative coefficient represents a negative relationship(Field,2009). Thus, the b-values on table 33 above shows the relationship between organizational commitment and each job satisfaction factor, i.e., the predictors. And for these data of the nine predictors only fringe benefit with $t=3.730$, $P<0.01$ and nature of work with $t=3.466$, $P<0.01$ were found to have substantial contribution to organizational commitment with positive b-values of 2.851 and 3.024 respectively.

The b-values also shows to what degree each predictor affects the outcome if the effects of all other predictors are held constant (Field,2009). Thus, other predictors being held constant fringe benefit with $b=2.851$ value indicates that as employees satisfaction with fringe benefits

increases by one unit, organizational commitment of employees increases by 2.851 and as employees satisfaction with nature of work with $b=3.024$ value increases by one unit then organizational commitment of employees increases by 3.024 other predictors being held constant.

According to Field(2009) If the t-test associated with a b-value is significant then the predictor is making a significant contribution to the model and the smaller the value of significance and the larger the value of t, the greater the contribution of that predictor. Thus, for this model, employees satisfaction with fringe benefit ($t=3.730$, $P<0.01$) has the larger t value than nature of work ($t=3.466$, $P<0.01$) this implies fringe benefit is the greater contributor/predictor of organizational commitment.

Thus, based on table 33 the following regression equation can be derived:

$$Y = b_0 + b_1X_i + b_2X_{ii}$$

Y=the dependent variable (organizational commitment)

b_0 = the Y intercept

b_1 =the coefficient of the first predictor

b_2 = the coefficient of the second predictor

X_i = first predictor (Fringe benefit)

X_{ii} = second predictor (nature of work)

Therefore, organizational commitment = $b_0 + b_1$ (fringe benefit) + b_2 (nature of work)

Organizational commitment= $16.597+2.851$ (Fringe benefit) + 3.024 (nature of work)

Some research finding such as, Eliyana, Yusuf and Prabowo (2012) found that job satisfaction factors such as ability utilization, compensation, co-worker relationship, working conditions, recognition and achievement have effect on organizational commitment. However, the findings of this study found only fringe benefits and nature of work have influence on organizational commitment.

4.3.10.3. Influence of Job satisfaction factors on Affective organizational commitment

Table 28-Model Summary

Model Summary ^b					
Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.579 ^a	.336	.296	4.48118	1.652
a. Predictors: (Constant), communication, reward, pay, procedure, promotion, coworker, work, supervision, benefit					
b. Dependent Variable: Affective organizational commitment					

Durbin-Watson statistic test informs us about whether the assumption of independent errors is acceptable. The test statistic can vary between 0 and 4 with a value of 2 meaning that the residuals are uncorrelated and a value greater than 2 indicates a negative correlation between adjacent residuals, whereas a value below 2 indicates a positive correlation. For these data the value of Durbin-Watson test is 1.652 which is above 1 and closer to 2. Thus, it can be said the independent errors assumption has been met (Field,2009).

R in the column labeled R refers to the values of the multiple correlation coefficient between the predictors i.e., communication, reward, pay, operating procedure, promotion, coworker, nature of work, supervision and fringe benefit and the outcome or the dependent variable i.e., affective organizational commitment. And according to table 34 $r = 0.579$. R^2 which is a measure of how much of the variability in the outcome is accounted for by the predictors is 0.336 and the adjusted R^2 is 0.296.

Thus, by taking the adjusted R^2 on table 34 it can be said the predictors i.e., communication, reward, pay, procedure, promotion, coworker, work, supervision, benefit account for 29.6% variation of employees affective organizational commitment.

Table 29-Analysis of variance (ANOVA)

ANOVA ^a					
Model 1	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1512.595	9	168.066	8.369	.000 ^b
Residual	2992.060	149	20.081		
Total	4504.656	158			
a. Dependent Variable: Affective organizational commitment					
b. Predictors: (Constant), communication, reward, pay, procedure, promotion, coworker, work, supervision, benefit					

According to Field(2009) if the improvement due to fitting the regression model is much greater than the inaccuracy within the model then the value of F will be greater than 1. For the model on table 35 above the F-ratio is 8.369, which is very unlikely to have happened by chance as $p < .001$ and this result implies that the model significantly predicts the outcome variable which is affective organizational commitment. This finding is in line with Baylor(2010) research finding who reported intrinsic and extrinsic job satisfaction factors influence affective commitment.

Table 30-Coefficients

Coefficients ^a					
Model1	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5.056	2.501		2.022	.045
Pay	.366	.315	.083	1.163	.247
Promotion	.046	.312	.011	.147	.883
Supervision	.550	.316	.134	1.742	.084
Fringe benefit	.650	.305	.165	2.129	.035
Contingent reward	-.316	.302	-.076	-1.046	.297
Operating procedure	.537	.293	.128	1.836	.068
Coworker	.608	.371	.122	1.641	.103
Nature of work	.993	.349	.214	2.847	.005
Communication	.888	.358	.210	2.478	.014
a. Dependent Variable: Affective organizational commitment					

The b-values indicate the individual contribution of each predictor to the model and positive value shows the existence of positive relationship between the predictor and the outcome, whereas a negative coefficient represents a negative relationship(Field,2009).

Thus, the b-values on table 36 above shows the relationship between affective organizational commitment and each job satisfaction factor, i.e., the predictors. And for these data of the nine predictors only fringe benefit with $t=2.129$, $P=0.035$, nature of work with $t=2.847$, $P=0.005$ and communication with $t=2.478$, $P=0.014$ were found to have substantial contribution to affective organizational commitment with positive b-values of 0.650, 0.993 and 0.888 respectively.

The b-values also shows to what degree each predictor affects the outcome if the effects of all other predictors are held constant (Field,2009). Thus, other predictors being held constant when employees' satisfaction with fringe benefits increases by one unit, affective organizational commitment of employees increases by 0.650. An increase in employees' satisfaction with nature of work by one unit, other predictors being held constant, then affective organizational commitment of employees increases by 0.993. And an increase in employees' satisfaction with communication by one unit, other predictors being held constant, leads to the increase of affective organizational commitment of employees by 0.993.

According to Field(2009) if the t-test associated with a b-value is significant then the predictor is making a significant contribution to the model and the smaller the value of significance and the larger the value of t, the greater the contribution of that predictor. Thus, for this model, employees satisfaction with nature of work ($t=2.847$, $P=0.005$) has the largest t value than fringe benefit ($t=2.129$, $P=0.035$) and communication ($t=2.478$, $P=0.014$) this implies nature of work is the greater contributor/ predictor of affective organizational commitment.

Research conducted by Yew(2008) found that satisfaction with salary has influence on employees affective commitment. And according to the study conducted by Araya and Haiyan(2015) pay, promotion, supervision and communication can contributes to the employees' affective commitment. However, the findings of this study found only nature of work, communication and fringe benefit as significant predictors of affective organizational commitment.

Thus, from table 36 the following regression equation can be derived:

$$Y = b_0 + b_1X_i + b_2X_{ii} + b_3X_{iii}$$

Y=the dependent variable (Affective organizational commitment)

b_0 = the Y intercept

b_1 =the coefficient of the first predictor

b_2 = the coefficient of the second predictor

b_3 =the coefficient of the first predictor

X_i = first predictor (nature of work)

X_{ii} = second predictor (communication)

X_{iii} = first predictor (Fringe benefit)

Therefore, affective organizational commitment = $b_0 + b_1$ (nature of work) + b_2 (communication) + b_3 (fringe benefit)

Affective organizational commitment= $5.056+.993$ (nature of work) + $.888$ (communication) + $.650$ (Fringe benefit)

4.3.10.4. Influence of Job satisfaction factors on Normative organizational commitment

Table 31-Model Summary

Model Summary ^b					
Model1	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.632 ^a	.399	.363	4.54632	1.795
a. Predictors: (Constant), communication, reward, pay, procedure, promotion, coworker, work, supervision, benefit					
b. Dependent Variable: Normative Organizational Commitment					

Durbin-Watson statistic test informs us about whether the assumption of independent errors is acceptable. The test statistic can vary between 0 and 4 with a value of 2 meaning that the residuals are uncorrelated and a value greater than 2 indicates a negative correlation between adjacent residuals, whereas a value below 2 indicates a positive correlation. For these data the value of Durbin-Watson test is 1.795 which is above 1 and closer to 2. Thus, it can be said the independent errors assumption has been met (Field,2009).

R in the column labeled R refers to the values of the multiple correlation coefficient between the predictors i.e., communication, reward, pay, operating procedure, promotion, coworker, nature of work, supervision and fringe benefit and the outcome or the dependent variable i.e., normative organizational commitment. And according to table 37 $r = 0.632$. R^2 which is a measure of how much of the variability in the outcome is accounted for by the predictors is 0.399 and the adjusted R^2 is 0.363.

Thus, by taking the adjusted R² on table 37 it can be said the predictors i.e., communication, reward, pay, procedure, promotion, coworker, nature of work, supervision, fringe benefit account for 36.3% variation of employees normative organizational commitment.

Table 32-Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2044.772	9	227.197	10.992	.000 ^b
	Residual	3079.681	149	20.669		
	Total	5124.453	158			
a. Dependent Variable: Normative Organizational Commitment						
b. Predictors: (Constant), communication, reward, pay, procedure, promotion, coworker, work, supervision, benefit						

According to Field(2009) if the improvement due to fitting the regression model is much greater than the inaccuracy within the model then the value of F will be greater than 1. For the model on table 38 above the F-ratio is 10.992, which is very unlikely to have happened by chance as $p < .01$ and this result implies that the model significantly predicts the outcome variable which is normative organizational commitment.

Table 33- Coefficients

Coefficients ^a					
Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.717	2.537		.677	.500
Pay	.476	.320	.101	1.490	.138
Promotion	.444	.316	.099	1.404	.162
Supervision	.365	.320	.084	1.142	.255
Fringe benefit	1.094	.310	.261	3.530	.001
Contingent reward	-.149	.307	-.034	-.485	.629
Operating procedure	-.184	.297	-.041	-.620	.536
Coworker	.381	.376	.072	1.014	.312
Nature of work	1.416	.354	.286	4.003	.000
Communication	.652	.363	.144	1.794	.075
a. Dependent Variable: Normative Organizational Commitment					

The b-values indicate the individual contribution of each predictor to the model and positive value shows the existence of positive relationship between the predictor and the outcome, whereas a negative coefficient represents a negative relationship(Field,2009). Thus, the b-values on table 39 above show the relationship between normative organizational commitment and each job satisfaction factor, i.e., the predictors. And for these data of the nine predictors only fringe benefit with $t=3.530$, $P=0.001$ and nature of work with $t=4.003$, $P<0.01$ were found to have substantial contribution to normative organizational commitment with positive b-values of 1.094 and 1.416 respectively.

The b-values also shows to what degree each predictor affects the outcome if the effects of all other predictors are held constant (Field,2009). Thus, other predictors being held constant when employees' satisfaction with fringe benefits increases by one unit, normative organizational commitment of employees increases by 1.094 units. And an increase in employees' satisfaction with nature of work by one unit, other predictors being held constant, leads to increase in normative organizational commitment of employees by 1.416.

According to Field(2009) if the t-test associated with a b-value is significant then the predictor is making a significant contribution to the model and the smaller the value of significance and the larger the value of t, the greater the contribution of that predictor. Thus, for this model, employees satisfaction with nature of work ($t=4.003, P<0.01$) has the largest t value than fringe benefit ($t=3.530, P=0.001$) which implies nature of work is the greater contributor predictor of normative organizational commitment. Thus, based on table 39 the following regression equation could be derived:

$$Y = b_0 + b_1X_i + b_2X_{ii}$$

Y=the dependent variable (normative organizational commitment)

b_0 = the Y intercept

b_1 =the coefficient of the first predictor

b_2 = the coefficient of the second predictor

X_i = first predictor (Fringe benefit)

X_{ii} = second predictor (nature of work)

Therefore, normative organizational commitment = $b_0 + b_1$ (fringe benefit) + b_2 (nature of work)

Normative organizational commitment=1.094 (Fringe benefit) +1.416(nature of work)

Research conducted Araya and Haiyan(2015) found pay as only factor of job satisfaction that predicts normative organizational commitment. However, the findings of this study found nature of work and fringe benefit as significant predictors of normative organizational commitment.

4.3.10.5. Influence of Job satisfaction factors on continuance organizational commitment

Table 40- Model Summary

Model Summary ^b					
Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.344 ^a	.118	.065	5.15503	1.786
a. Predictors: (Constant), communication, reward, pay, procedure, promotion, coworker, work, supervision, benefit					
b. Dependent Variable: Continuance Organizational Commitment					

Durbin-Watson statistic test informs us about whether the assumption of independent errors is acceptable. The test statistic can vary between 0 and 4 with a value of 2 meaning that the residuals are uncorrelated and a value greater than 2 indicates a negative correlation between adjacent residuals, whereas a value below 2 indicates a positive correlation. For these data the value of Durbin-Watson test is 1.786 which is above 1 and closer to 2. Thus, it can be said the independent errors assumption has been met (Field,2009).

R in the column labeled R refers to the values of the multiple correlation coefficient between the predictors i.e., communication, reward, pay, operating procedure, promotion, coworker, nature of work, supervision and fringe benefit and the outcome or the dependent variable i.e., continuance organizational commitment. And according to table 40 $r = 0.344$. R^2 which is a measure of how much of the variability in the outcome is accounted for by the predictors is 0.118 and the adjusted R^2 is 0.065.

Thus, by taking the adjusted R^2 on table 40 it can be said the predictors i.e., communication, reward, pay, procedure, promotion, coworker, nature of work, supervision, fringe benefit account for only 6.5% variation of employees continuance organizational commitment.

Table 34- Analysis of Variance (ANOVA)

ANOVA ^a					
Model 1	Sum of Squares	df	Mean Square	F	Sig.
Regression	531.333	9	59.037	2.222	.024 ^b
Residual	3959.578	149	26.574		
Total	4490.911	158			
a. Dependent Variable: Continuance Organizational Commitment					
b. Predictors: (Constant), communication, reward, pay, procedure, promotion, coworker, work, supervision, benefit					

According to Field(2009) if the improvement due to fitting the regression model is much greater than the inaccuracy within the model then the value of F will be greater than 1. For the model on table 41 above the F-ratio is 2.222, which is very unlikely to have happened by chance as $p = 0.024$ and this result implies that the model significantly predicts the outcome variable which is continuance organizational commitment.

Table 35-Coefficients

Coefficients ^a					
Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.824	2.877		3.414	.001
Pay	.534	.362	.121	1.473	.143
promotion	-.276	.358	-.066	-.770	.442
supervision	.191	.363	.047	.527	.599
Fringe benefit	1.107	.351	.282	3.149	.002
Contingent reward	-.169	.348	-.041	-.485	.629
Operating procedure	.250	.336	.060	.743	.459
Coworker	.126	.427	.025	.295	.769
Nature of work	.615	.401	.133	1.534	.127
communication	-.807	.412	-.191	-1.958	.052
a. Dependent Variable: Continuance Organizational Commitment					

The b-values indicate the individual contribution of each predictor to the model and positive value shows the existence of positive relationship between the predictor and the outcome, whereas a negative coefficient represents a negative relationship(Field,2009). Thus, the b-values on table 42 above shows the relationship between continuance organizational commitment and each job satisfaction factor, i.e., the predictors. And for these data of the nine predictors only

fringe benefit with $t=3.149$, $P=0.002$ was found to have substantial contribution to continuance organizational commitment with positive b-values of 1.10.

The b-values also shows to what degree each predictor affects the outcome if the effects of all other predictors are held constant (Field,2009). Thus, other predictors being held constant when employees' satisfaction with fringe benefits increases by one unit, continuance organizational commitment of employees increases by 1.107 units.

According to Field(2009) if the t-test associated with a b-value is significant then the predictor is making a significant contribution to the model and the smaller the value of significance and the larger the value of t, the greater the contribution of that predictor. Thus, for this model, only employees satisfaction with fringe benefit ($t=3.149$, $P=0.002$) is found to be the significant contributor/ predictor of continuance organizational commitment. Thus, based on table 42 the following regression equation can be derived:

$$Y = b_0 + b_1 X_i$$

Y=the dependent variable (continuance organizational commitment)

b_0 = the Y intercept

b_1 =the coefficient of the first predictor

X_i = first predictor (Fringe benefit)

Therefore, continuance organizational commitment = $b_0 + b_1$ (fringe benefit)

Continuance organizational commitment= $16.597+1.107$ (Fringe benefit)

Research conducted by Araya and Haiyan(2015) found pay and promotion as predictors of continuance organizational commitment. However, the findings of this study found fringe benefit as significant predictor of continuance organizational commitment.

4.4. Summary of Hypotheses Results

Table 36- Summary of Hypotheses Result

Hypotheses	Result	Analysis technique
H1: There is significant relationship between employees' job satisfaction and affective, normative and continuance commitment	Partially supported	Spearman rho correlation test
H2: There is significant relationship between pay and affective, normative and continuance commitment	Supported	Spearman rho correlation test
H3: There is significant relationship between promotion and affective, normative and continuance commitment	Partially Supported	Spearman rho correlation test
H4: There is significant relationship between supervision and affective, normative and continuance	Partially supported	Spearman rho correlation test
H5: There is significant relationship between fringe benefits and affective, normative and continuance commitment	Supported	Spearman rho correlation test
H6: There is significant relationship between contingent rewards and affective, normative and continuance commitment	Rejected	Spearman rho correlation test
H7: There is significant relationship between operating procedures and affective, normative and continuance commitment	Rejected	Spearman rho correlation test
H8: There is significant relationship between coworkers and affective, normative and continuance commitment	Partially supported	Spearman rho correlation test
H9: There is significant relationship between nature of work and affective, normative and continuance commitment	Partially supported	Spearman rho correlation test

H10: There is significant relationship between communication and affective, normative and continuance organizational commitment	Partially supported	Spearman rho correlation test
H11: Job satisfaction has influence on affective, normative and continuance commitment	Partially supported	Linear regression

H1: There is significant relationship between employees' job satisfaction and organizational commitment and its constructs i.e., affective, normative and continuance commitment.

To test this hypothesis Charles Spearman's product moment correlation coefficient was conducted and the result showed statistically significant positive relationship exist between job satisfaction and organizational commitment ($r=0.457$, $P<0.01$) and between job satisfaction and the two organizational commitment components i.e., Normative organizational commitment ($r= 0.530$, $P<0.01$) and Affective organizational commitment ($r=0.469$, $P< 0.01$). However, weak positive but not statistically significant relationship was found between job satisfaction and continuance organizational commitment ($r = 0.116$, $p > 0.05$). Therefore, hypothesis 1 is partially supported.

H2: There is significant relationship between pay and organizational commitment and its constructs i.e., affective, normative and continuance commitment.

To test this hypothesis Charles Spearman's product moment correlation coefficient was conducted and statistically significant positive relationship was found between pay and overall organizational commitment ($r = 0.268$, $p < 0.01$), between pay and affective organizational commitment ($r = 0.189$, $p < 0.05$), between pay and normative commitment ($r = 0.268$, $p < 0.01$) and between pay and continuance commitment ($r = 0.177$, $p < 0.05$). Thus, Hypothesis 2 is supported.

H3: There is significant relationship between promotion and its constructs i.e., affective, normative and continuance commitment.

To test this hypothesis Charles Spearman's product moment correlation coefficient was conducted and statistically significant positive relationship was found between promotion and organizational commitment ($r = 0.231$, $p < 0.01$), between promotion and affective organizational commitment ($r = 0.187$, $p < 0.05$), between Promotion and normative

organizational commitment ($r = 0.306, p < 0.01$) and However, weak positive but not statistically significant relationship was found between promotion and continuance organizational commitment ($r = 0.034, p > 0.05$). Thus, Hypothesis 3 is partially supported.

H4: There is significant relationship between supervision and organizational commitment and its constructs i.e., affective, normative and continuance commitment.

To test this hypothesis Charles Spearman's product moment correlation coefficient was conducted and statistically significant positive relationship was found between supervision and organizational commitment ($r = 0.227, p < 0.01$), between supervision and affective organizational commitment ($r = 0.281, p < 0.01$), between supervision and normative organizational commitment ($r = 0.246, p < 0.05$). However, weak positive but not statistically significant relationship was found between supervision and continuance organizational commitment ($r = 0.035, p > 0.05$). Therefore, Hypothesis 4 is partially supported.

H5: There is significant relationship between fringe benefits and organizational commitment and its constructs i.e. affective, normative and continuance organizational commitment

To test this hypothesis Charles Spearman's product moment correlation coefficient was conducted and statistically significant positive relationship was found between fringe benefits and organizational commitment ($r = 0.356, p < 0.01$), between Fringe benefits and affective organizational commitment ($r = 0.260, p < 0.01$), between Fringe benefits and normative organizational commitment ($r = 0.387, p < 0.01$) and between fringe benefit and continuance organizational commitment ($r = 0.238, p < 0.01$). Thus, Hypothesis 5 is supported.

H6: There is significant relationship between contingent rewards and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment

To test this hypothesis Charles Spearman's product moment correlation coefficient was conducted and positive but not statistically significant relationship was found between contingent rewards and organizational commitment ($r = 0.065, p > 0.05$), between contingent reward and affective organizational commitment ($r = 0.038, p > 0.05$), between contingent reward and normative organizational commitment ($r = 0.073, p > 0.05$) and between contingent reward and continuance organizational commitment ($r = 0.018, p > 0.05$). Thus, Hypothesis 6 is rejected.

H7: There is significant relationship between operating procedures and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment

To test this hypothesis Charles Spearman's product moment correlation coefficient was conducted and not statistically significant positive relationship was found between operating procedures and overall organizational commitment ($r = 0.055$, $p > 0.05$), between operating procedure and affective organizational commitment ($r = 0.111$, $p > 0.05$) and between operating procedure and continuance organizational commitment ($r = 0.026$, $p > 0.05$), was found. And not statistically significant negative relationship was found between operating procedure and normative organizational commitment ($r = -0.033$, $p > 0.05$). Thus, Hypothesis 7 is rejected.

H8: There is significant relationship between coworkers and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment

To test this hypothesis Charles Spearman's product moment correlation coefficient was conducted and statistically significant positive relationship was found between co-workers and organizational commitment ($r = 0.256$, $p < 0.01$), between coworker and affective commitment ($r = 0.315$, $p < 0.01$), between co-workers and normative organizational commitment ($r = 0.290$, $p < 0.01$). However, positive but not statistically significant relationship was found between co-workers and continuance organizational commitment ($r = 0.004$, $p > 0.05$). Thus, Hypothesis 8 is partially supported.

H9: There is significant relationship between nature of work and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment

To test this hypothesis Charles Spearman's product moment correlation coefficient was conducted and statistically significant positive relationship was found between nature of work and organizational commitment ($r = 0.332$, $p < 0.01$), between nature of work and affective commitment ($r = 0.333$, $p < 0.01$), between nature of work and normative organizational commitment ($r = 0.420$, $p < 0.01$). Nevertheless, positive but not statistically significant relationship was found between nature of work and continuance organizational commitment ($r = 0.082$, $p > 0.05$). Thus, Hypothesis 9 is partially supported.

H10: There is significant relationship between communication and affective, normative and continuance organizational commitment

To test this hypothesis Charles Spearman's product moment correlation coefficient was conducted and statistically significant positive relationship was found between communication and overall organizational commitment ($r = 0.306, p < 0.01$), between communication and affective organizational commitment ($r = 0.430, p < 0.01$), between communication and normative commitment ($r = 0.395, p < 0.01$). However, statistically not significant negative relationship was found between communication and continuance organizational commitment ($r = -0.018, p > 0.05$). Thus, hypothesis 10 is partially supported.

H11: Job satisfaction has influence on organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment

To test this hypothesis simple/linear regression analysis has been conducted and as the result of the analysis showed employees' job satisfaction is a significant predictor of organizational commitment (with beta value of 0.510, $P < 0.05$) and the two organizational commitment constructs i.e., affective (with beta value=0.520, $P < 0.05$) and normative organizational commitment (with beta value=0.520, $P < 0.05$). Employees job satisfaction accounts for 25.5% of the variation in employees' organizational commitment, 26.6% of the variation in affective organizational commitment and 29.4% of the variation in normative organizational commitment. However, according to the result of the study job satisfaction is found not to be the major predictor of continuance organizational commitment. Thus, Hypothesis 11 is partially supported.

To further explore the influence job satisfaction has on organizational commitment and its constructs multiple regression has been conducted. And of the nine job satisfaction factors only fringe benefit was found to be a significant predictor of organizational commitment, affective, normative and continuance organizational commitment with ($b=2.851, t=3.730, P < 0.01$), ($b=0.650, t=2.129, P=0.035$), ($b= 1.094, t=3.530, P=0.001$) and ($b=1.10, t=3.149, P=0.002$) respectively. Nature of work was found to be a significant predictor of organizational commitment, affective and normative organizational commitment only with ($b=3.024, t=3.466, P < 0.01$), ($b=0.993, t=2.847, P=0.005$) and ($b=1.416, t=4.003, P < 0.01$). And communication with ($b=0.888, t=2.478, P=.014$) were found to have substantial contribution only to affective organizational commitment.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATION

This chapter of the study offers a summary of major findings, conclusions, recommendations and limitations and areas of future research.

5.1 Summary of Major Findings

The general objective of the study was to investigate the influence of job satisfaction on organizational commitment of employees. And the main purpose of the study was to answer the following 5 research questions: (1) what is the perceived type and level of employees' organizational commitment? (2) What is the perceived job satisfaction of employees'? (3) What is the relationship between job satisfaction and organizational commitment and it's constructs? (4) What is the relationship between job satisfaction dimensions (pay, promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of work and communication) and organizational commitment and it's constructs? And (5) To what extent does the job satisfaction influence organizational commitment and its constructs?

The organization selected for this study was Ethiopian Management Institute. And for the study data was collected from 162 respondents who are found in the institute's head office and its branch office Debrezeit management training center. To collect data about employees job satisfaction Spector(1985) job satisfaction survey tool that has nine subscales: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication was used. And to collect data about organizational commitment a 18-item version of Meyer, Allen and Smith (1993) three-component organizational commitment instrument was used to measure the three constructs of organizational commitment i.e., affective, normative and continuance commitment. The findings of the study based on the research questions has been summarized as follows.

Research Q1: *What is the perceived type and level of employees' organizational commitment?*

Employee organizational commitment profile of the institute according to the study result in rank order is moderate affective commitment, moderate normative organizational commitment and low continuance commitment. And the overall organizational commitment level is moderate.

The finding of the study further showed that when organizational commitment level of employees' is viewed in terms of work unit the organizational commitment level of employees in support work units is higher than the organizational commitment level of employees in the core work unit.

Research Q2: *What is the perceived job satisfaction level of employees'?*

According to the result of the study job satisfaction level of employees' was found to be moderate.

the result of the study further shows out of the nine dimensions of job satisfaction employees are satisfied with nature of the work, coworker, communication, supervision and pay.

However, they are dissatisfied with operating procedures, promotion, fringe benefits, and contingent reward.

The finding of the study also showed that when employees' job satisfaction level viewed in terms of work unit job satisfaction level of employees in support work units was higher than job satisfaction level of employees in the core directorate.

Research Q3: *What is the relationship between employees' job satisfaction and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment?*

The study result found statistically significant positive relationship between job satisfaction and organizational commitment. The study result also found statistically significant positive relationship between job satisfaction and normative organizational commitment and between job satisfaction and Affective organizational commitment. However, weak positive but not statistically significant relationship was found between job satisfaction and continuance organizational commitment.

Research Q4: *What is the relationship between job satisfaction dimensions (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work and communication) and organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment?*

According to the result of the study statistically significant positive relationship was found between pay and overall organizational commitment, between pay and affective organizational

commitment, between pay and normative commitment and between pay and continuance commitment.

According to the result of the study statistically significant positive relationship was found between promotion and organizational commitment, between promotion and affective commitment, between Promotion and normative organizational commitment. However, weak but not statistically significant relationship was found between promotion and continuance organizational commitment.

According to the result of the study statistically significant positive relationship was found between supervision and organizational commitment, between supervision and affective organizational commitment, between supervision and normative organizational commitment. However, weak but not statistically significant relationship was found between supervision and continuance organizational commitment.

According to the result of the study statistically significant positive relationship was found between fringe benefits and organizational commitment, between Fringe benefits and affective organizational commitment, between Fringe benefits and normative organizational commitment and between fringe benefit and continuance organizational commitment was found.

According to the result of the study positive but not statistically significant relationship between contingent rewards and organizational commitment , between contingent reward and affective organizational commitment, between contingent reward and normative organizational commitment and between contingent reward and continuance organizational commitment was found.

According to the result of the study not statistically significant positive relationship was found between operating procedures and overall organizational commitment, between operating procedure and affective organizational commitment and between operating procedure and continuance organizational commitment. And not statistically significant negative relationship was found between operating procedure and normative organizational commitment.

According to the result of the study statistically significant positive relationship was found between co-workers and organizational commitment, between coworker and affective commitment, between co-workers and normative organizational commitment. However, positive

but not statistically significant relationship was found between co-worker and continuance organizational commitment.

According to the result of the study statistically significant positive relationship was found between nature of work and overall organizational commitment, between nature of work and affective commitment, between nature of work and normative organizational commitment. Nevertheless, positive but not statistically significant relationship was found between nature of work and continuance organizational commitment.

According to the result of the study statistically significant positive relationship was found between communication and overall organizational commitment, between communication and affective organizational commitment, between communication and normative commitment. However, not statistically significant negative relationship was found between communication and continuance organizational commitment.

Research Q5: To what extent does job satisfaction influence organizational commitment and its constructs i.e., affective, normative and continuance organizational commitment?

According to the result of the study employees' job satisfaction is a significant predictor of organizational commitment, affective organizational commitment and normative organizational commitment. However, the result of the study showed that job satisfaction is not the major cause for variation of continuance organizational commitment of employees.

Of the nine job satisfaction factors only fringe benefit was found to be a significant predictor of organizational commitment, affective, normative and continuance organizational commitment. And nature of work was found to be a significant predictor of organizational commitment, affective and normative organizational commitment only. Communication was found to have substantial contribution only to affective organizational commitment.

5.2 Conclusion

- The organizational commitment level of employees in the institute is moderate. Commitment profile of employees in the institute can be plotted based on the mean score as moderate affective organizational commitment (desire-based), moderate normative organizational commitment (obligation-based) and lower continuance organizational commitment (cost-based). Thus, it can be inferred that to some extent most of the employees feel sense of identification, involvement and emotional attachment to the institute. And the costs associated with leaving are low for employees of the institute and they are staying with the institute not because they need to stay due to some cost of leaving.
- The job satisfaction level of employees in the institute is moderate. While employees are satisfied with nature of work, co-workers, communication, supervision and pay they are dissatisfied with operating procedures, promotion, fringe benefits and contingent reward they are receiving. Thus, it can be inferred that operating procedures, promotion, fringe benefits and contingent reward have important contribution to employees' job satisfaction of the institute.
- Significant positive association exist between job satisfaction and organizational commitment and between job satisfaction and the two organizational commitment constructs i.e., affective organizational commitment and normative organizational commitment. However, no significant relationship was found between job satisfaction and continuance organizational commitment. Thus, it can be inferred that employees' job satisfaction is highly related to the relative strength of individual's attachment and identification with their organization and their sense of duty, loyalty or moral obligation. And the more job satisfaction employees have the more their organizational commitment will be especially their affective and normative organizational commitment.
- Significant positive relationship exist between dimensions of job satisfaction such as: pay, promotion, supervision, fringe benefits, co-worker, nature of work, and communication with affective, normative and overall organizational commitment. Thus, it can be inferred that employees' satisfaction with these dimensions tends to develop employees affective and normative organizational commitment and their overall organizational commitment towards the institute. However, no significant relationship was found between dimensions of job

satisfaction such as, contingent reward and operating procedure with organizational commitment and its components i.e., affective, normative and continuance commitment. Thus, it can be inferred that employees' choice to stay with the institute is not affected by expected contingent rewards and their satisfaction or dissatisfaction with operating procedures. Among the nine factors of job satisfaction significant positive relationship was found only between fringe benefit and pay with continuance commitment. Thus, it can be inferred that having good fringe benefit packages and good pay contributes to the institute's employees continuance organizational commitment by increasing the cost of leaving.

- Job satisfaction has significant positive influence on organizational commitment and the two organizational commitment constructs i.e, affective and normative organizational commitment. However, job satisfaction has no statistically significant effect on continuance organizational commitment. Of the nine job satisfaction factors only fringe benefit was found to be a significant predictor of organizational commitment, affective, normative and continuance organizational commitment; nature of work was found to be a significant predictor of organizational commitment, affective and normative organizational commitment only. And communication was found to have substantial contribution only to affective organizational commitment. Thus, it can be inferred that improving job satisfaction of employees helps to enhance employees' organizational commitment by increasing employees' affective and normative organizational commitment. And to improve organizational commitment through job satisfaction focusing on fringe benefits, nature of work and communication is important.

5.3 Recommendation

- Human resource is one of the main valuable assets of the institute that is fundamental to its overall success. Thus, having highly committed employees who work hard and are willing to go the extra mile to ensure the success of the organization is invaluable. However, the result of the study showed that the overall organizational commitment level of employees' in the institute is moderate with the commitment profile being moderate affective organizational commitment (desire-based), moderate normative organizational commitment (obligation-based) and lower continuance commitment(cost-based). Thus, in order to strengthen its employees' commitment the institute needs to work on improving employees' sense of belongingness and their emotional attachment (that is, their care and concern for the institute) by improving their involvement in the work place. `
- The finding of the study shows that job satisfaction level of employees is moderate. Though employees are satisfied with nature of work, co-workers, communication, supervision and pay they are dissatisfied with operating procedures, promotion, fringe benefits and contingent reward they receive. Thus, in order to address employees dissatisfaction with operating procedure, the institute needs to check whether its operating procedures are free from unnecessary rules and procedures , red tapes that block good performance and unnecessary paper work. And to address employees dissatisfaction with promotion opportunities, fringe benefits and contingent reward the institute needs to ensure the availability of enough promotion opportunities, needs to revise its fringe benefits package to make it more equitable and competitive and to make contingent reward more satisfying to employees the institute needs to add additional items and strengthen the performance management system to ensure the system recognizes and rewards the right performance.
- The finding of the study found that employees' job satisfaction is highly related to the relative strength of individual's attachment and identification with their organization. Thus, in order to improve employees organizational commitment enhancing employees job satisfaction by working on the job satisfaction dimensions such as, pay, promotion, supervision, fringe benefits, co-worker, nature of work and communication is important.

- According to the result of the study, job satisfaction predicts overall organizational commitment and the two organizational commitment constructs i.e., affective and normative organizational commitment by not more than 30%. Thus, in order to improve the organizational commitment of its employees the institute needs to do further assessment and identify the other major variable/s that affect organizational commitment.

5.4 Research limitations and Areas for future research

As the study is undertaken by taking only one institute the result of the study is limited in its generalizability to other similar organizations. Thus, future research should be undertaken in order to generalize the result at industry level and to compare the result of the institute with other similar organizations.

In this study the predictor variable that is job satisfaction accounted for less than 30% variation on organizational commitment. Thus, in order to explain the more than 70 % variation of employees organizational commitment that is not explained by employees' job satisfaction other variable/s such as (organizational climate, organizational justice, role clarity , organizational tenure , employee engagement and others) that are believed to have influence on employees organizational commitment should be studied.

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Appendix 1-Skewness and Kurtosis

Table 6-Skewness and kurtosis of job satisfaction data

	N		Skewness		Kurtosis	
	Valid	Missing	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Job satisfaction	161	1	-.603	.191	.559	.380

Table 7- Skewness and kurtosis of organizational commitment data

	N		Skewness		Kurtosis	
	Valid	Missing	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Organizational commitment	160	2	-.415	.192	-.045	.381

Applying the rule of thumb of dividing each value by its standard error suggested by Rose, Spinks and Canhoto(2015) gives $-0.415/0.192=2.16$ for Skewness and $-0.045/0.381=0.12$ for Kurtosis. Thus, both the Skewness and Kurtosis values are within the limits (± 2.58).

Appendix 2-Histogram

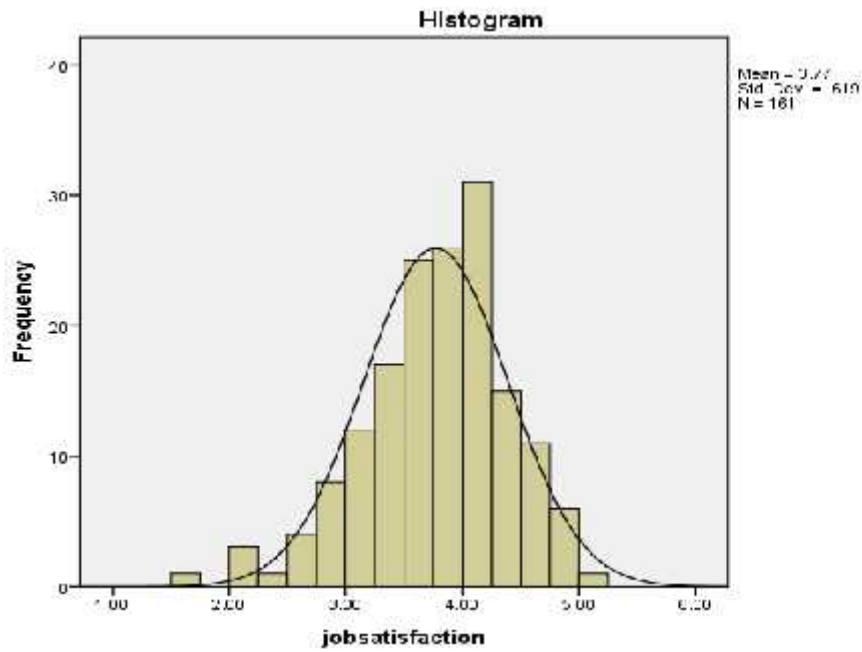


Figure 2-Histogram of overall job satisfaction with normal curve plotted

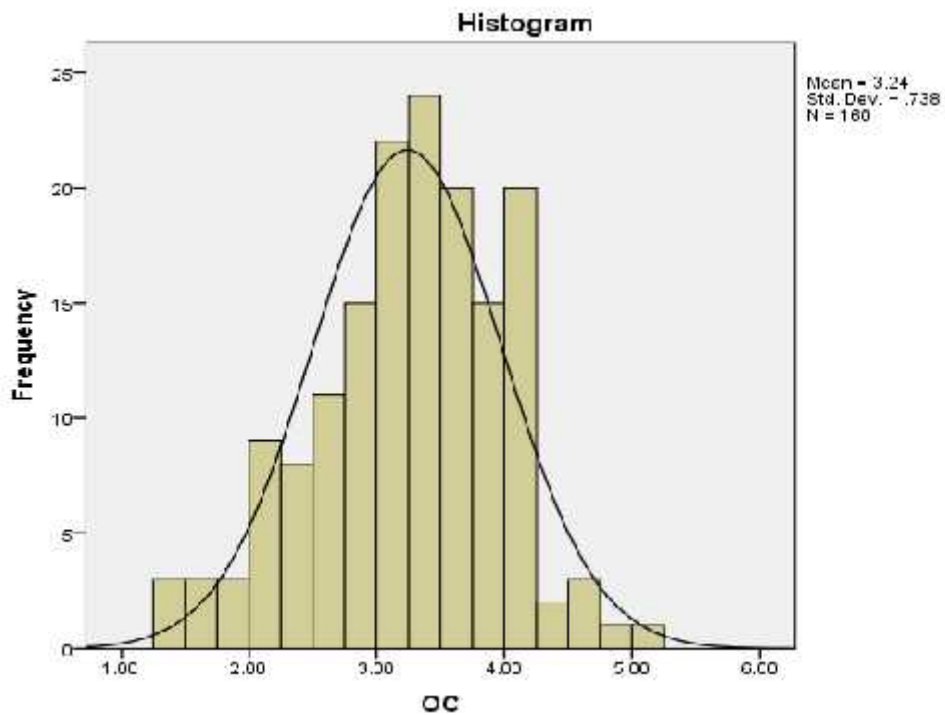


Figure 3-Histogram of organizational commitment with normal curve plotted

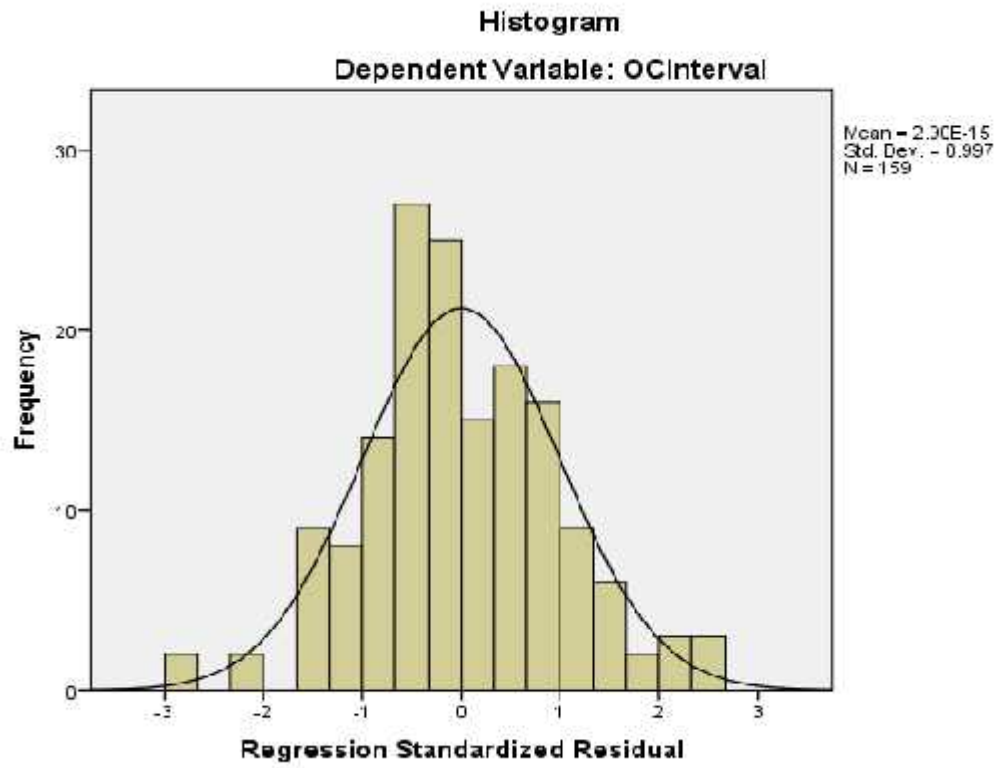


Figure 4- Histogram of Organizational Commitment

Appendix 3-Scatterplot

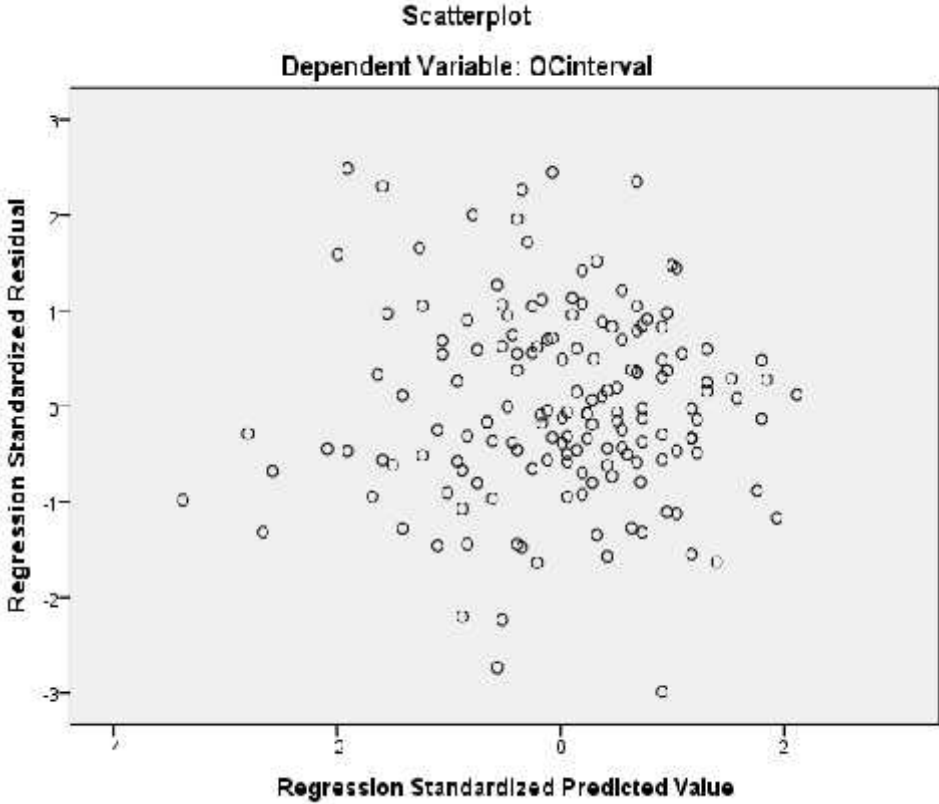


Figure 5-scattered plot of organizational commitment (OC)

Appendix 4-Normal P-P Plot

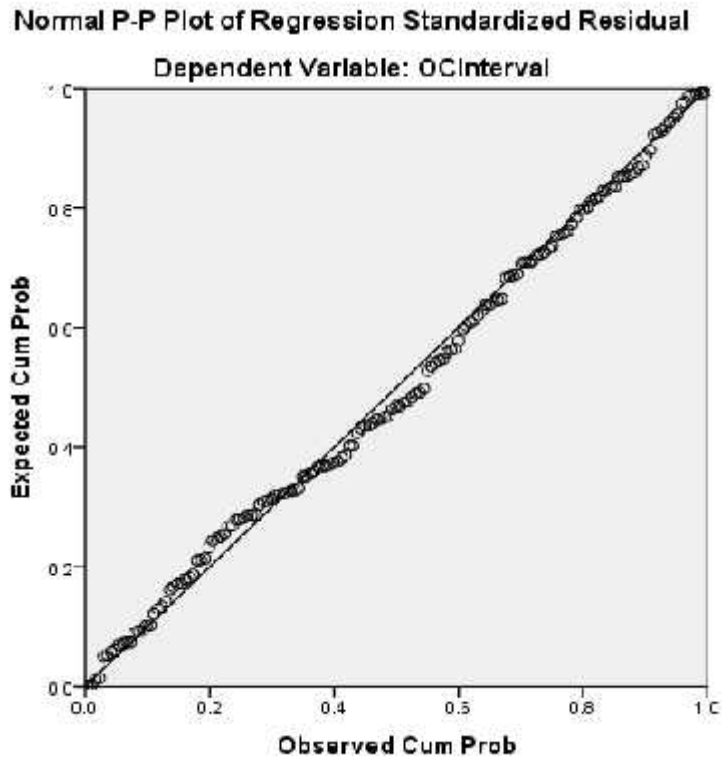


Figure 6- Normal P-P plot of organizational commitment

Appendix 5-Questionnaire
ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

Department of Business Administration and Information System

Dear respondents,

People and their collective skills, abilities and experience coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as constituting a significant source of competitive advantage. Research findings also show that organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees. Thus, the aim of this study is to assess the perceived level of employees' job satisfaction and organizational commitment in the institute and to examine if job satisfaction has influence on employees' organizational commitment.

Organizational commitment refers to employees' identification with a particular organization and its goals and wishes to remain a member. And job satisfaction refers to a positive feeling about a job, resulting from an evaluation of its characteristics.

Therefore, this questionnaire is designed to survey the perceived employees' job satisfaction and perceived organizational commitment of employees in Ethiopian management institute your genuine and open response is highly valuable and has great contribution for the success of the study. Thus, I kindly request you to go through all questions and respond honestly. Your responses will be kept confidential. If you have any questions or concerns please call 0913189933, Hayget.

Mark () on the space provided.

Thank you for your precious time and cooperation.

Part I- Perceived Job satisfaction

No.	Items	Disagree very much (1)	Disagree moderately (2)	Disagree slightly (3)	agree slightly (4)	agree moderately (5)	agree very much (6)
Pay							
1.	I feel I am being paid a fair amount for the work I do. የሚከፈለኝ ክፍያ ከስራዬ ጋር ተመጣጣኝ እንደሆነ ይሰማኛል						
2.	I feel unappreciated by the organization when I think about what they pay me. ተቋሙ የሚከፈለኝ ክፍያ ሊከፈለኝ ከሚገባው መጠን ያነሰ ነው						
3.	I feel satisfied with my chances for salary increases. ባሉኝ የደብዳቤ ጭማሪ የማግኘት ዕድሎች እርካታ ይሰማኛል						
4.	Raises are too few and far between. የደብዳቤ ጭማሪ/ዕርክን የማግኘት ዕድሎች ውስን ከመሆናቸው ባሻገር በደመወዝ ጭማሪዎች መካከል ያለው የጊዜ ርዝመት ሰፊ ነው						
Promotion							
5.	There is really too little chance for promotion on my job. በሥራ ስታዩ ዕድገት ለማግኘት ያለው ዕድሌ በጣም ጠባብ ነው						
6.	Those who do well on the job stand a fair chance of being promoted. በሥራቸው ጥሩ ውጤት ያስመዘገቡ ሠራተኞች የተሻለ ዕድገት የማግኘት ዕድል አላቸው						
7.	People get ahead as fast here as they do in other places. ሌላ ተመሳሳይ የሥራ ስታ ኦንድ ሠራተኛ ሊያድግ በሚችልበት ፍጥነት በዚህ ተቋምም ተመሳሳይ የማድግ ዕድል አለ						
8.	I am satisfied with my chances for promotion.						

No.	Items	Disagree very much (1)	Disagree moderately (2)	Disagree slightly (3)	agree slightly (4)	agree moderately (5)	agree very much (6)
	የደረጃ ዕድገት ለማግኘት ባሉኝ ዕድሎች እርካታ ይሰጣኛል						
	Supervision						
9.	My supervisor is quite competent in doing his/her job. የቅርብ ሃላፊዬ ሥራውን/ሥራዋን በአግባቡ ለማከናወን የሚያስችል ብቃት አለው/ላት						
10.	My supervisor is unfair to me. የቅርብ ሃላፊዬ እኔን በተመለከቱ ጉዳዮች ላይ ሚዛናዊነት ይጎድለዋል/ላታል						
11.	My supervisor shows too little interest in the feelings of subordinates. የቅርብ ሃላፊያችንን በሥሩ ላሉ ሠራተኞች ስሜት ብዙ ግድ የለውም						
12.	I like my supervisor. ለቅርብ አለቃዬ ጥሩ ስሜት አለኝ						
	Fringe Benefits						
13.	I am not satisfied with the benefits I receive. በማገኘው ጥቅማጥቅም ደስተኛ አይደለሁም						
14.	The benefit package we have is equitable. በተቋሙ ያለው የጥቅማጥቅም ማዕቀፍ ፍትህዊ ነው						
15.	The benefits we receive are as good as most other organizations offer. የምናገኛቸው ጥቅማጥቅሞች ሌሎች መሰል ተቋማት ከሚሰጡት ጋር ተመሳሳይና ተቀራራቢ ነው						
16.	There are benefits we do not have which we should have. በጥቅማጥቅሙ ማዕቀፍ ውስጥ ሊካተቱ የሚገባቸው ነገር ግን ያልተካተቱ የጥቅማጥቅም አይነቶች አሉ						
	Contingent Rewards						
17.	There are few rewards for those who work here.						

No.	Items	Disagree very much (1)	Disagree moderately (2)	Disagree slightly (3)	agree slightly (4)	agree moderately (5)	agree very much (6)
	በዚህ ተቋም የሚሰሩ ሠራተኞች የሚያገኙት ጥቅማጥቅም በአይነት በጣም ውስን ናቸው						
18.	I don't feel my efforts are rewarded the way they should be. ለድካሜ ተመጣጣኝ የሆነ ማበረታቻ እያገኘሁ እንደሆነ አይሰማኝም						
19.	I do not feel that the work I do is appreciated. የምሰራው ሥራ ተገቢው ዕውቅና እንደተሰጠው አይሰማኝም						
20.	When I do a good job, I receive the recognition for it that I should receive. በሥራዬ ጥሩ ውጤት ሳስመዘገብ ከሥራ ውጤቴ ጋር ተመጣጣኝ የሆነ ዕውቅና አገኛለሁ						
Operating Procedures							
21.	Many of our rules and procedures make doing a good job difficult. አብዛኛዎቹ የምንሰራባቸው ደንብና መመሪያዎች የተሻለ ሥራ ለመስራት የማያመቹ ናቸው፡፡						
22.	My efforts to do a good job are seldom blocked by red tape. የተሻለ ሥራ ለመስራት የማደርጋቸው ጥረቶች አልፎ አልፎ ካልሆነ በስተቀር በአላሰፈላጊ የአሰራር ቢሮክራሲ አይስተጓጎሉም						
23.	I have too much to do at work. ከፍተኛ የሆነ የሥራ ጫና አለብኝ						
24.	I have too much paperwork. ብዙ የወረቀት ሥራዎች አሉብኝ						
Coworkers							
25.	I like the people I work with. አብሪያቸው በምሰራው ሰራተኞች ደስተኛ ነኝ						
26.	I find I have to work harder at my job because of the incompetence of people I work with.						

No.	Items	Disagree very much (1)	Disagree moderately (2)	Disagree slightly (3)	agree slightly (4)	agree moderately (5)	agree very much (6)
	የሥራ ባልደረቦቼ የብቃት ማነስ ችግር ያለባቸው በመሆኑ ብዙ ሥራዎችን እኔ እንዳከናውን ይጠበቅብኛል						
27.	I enjoy my coworkers. በስራ ባልደረቦቼ ደስተኛ ነኝ						
28.	There is too much bickering (argue about things that are not important) and fighting at work. በጣም ብዙ አላስፈላጊ ጭቅጭቆችና ግጭቶች በሥራ ቦታ ይከሰታሉ						
Nature of work							
29.	I sometimes feel my job is meaningless. አንዳንድ ጊዜ ሥራዬ ምንም ዓይነት አስተዋፅኦ እንደ ሌለው ይሰማኛል						
30.	I like doing the things I do at work. በሥራ ቦታ በምሰራቸው ሥራዎች/ተግባራት ደስተኛ ነኝ						
31.	My job is enjoyable. የምሰራው ሥራ አስደሳች ነው						
32.	I feel a sense of pride in doing my job. በምሰራው ሥራ ኩራት ይሰማኛል						
Communication							
33.	Communications seem good within this organization. በተቋሙ ውስጥ ያለው ተግባቦት/የመረጃ ልውውጥ ጥሩ ይመስላል						
34.	The goals of this organization are not clear to me. የተቋሙ ግቦችና ሊያሳካቸው የሚፈልጋቸው አላማዎች ለኔ ግልፅ አይደሉም						
35.	I often feel that I do not know what is going on with the organization. በአብዛኛው በተቋሙ ውስጥ ምን እየተካሄደ እንደሆነ						

No.	Items	Disagree very much (1)	Disagree moderately (2)	Disagree slightly (3)	agree slightly (4)	agree moderately (5)	agree very much (6)
	እንደማላውቅ ይሰማኛል						
36.	Work assignments are not fully explained. የሚሰጡ የሥራ ትዕዛዞች በሚገባ አይብራሩም/ግልፅ አይደሉም						

Part II-Perceived organizational commitment

No.	Scale Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
	Affective Organizational Commitment					
1.	I would be very happy to spend the rest of my career in this organization ቀሪ የሥራ ዘመኔን በዚህ ተቋም ባጠናቅቅ በጣም ደስ ይለኛል					
2.	I really feel as if this organization’s problems are my own የተቋሙ ችግሮች ልክ የራሴ ችግር የሆኑ ያህል ይሰማኛል					
3.	I do not feel like “part of my family” at this organization የተቋሙ አንድ አካል የመሆን ስሜት አይሰማኝም					
4.	I do not feel ‘emotionally attached’ to this organization ከዚህ ተቋም ጋር ጥሩ የሆነ የስሜት ቁርኝት አለኝ ብዬ አላምንም					
5.	This organization has a great deal of personal meaning for me ይህ ተቋም ለኔ ከስራ ቦታነት ያለፈ የተለየ አወንታዊ ትርጉም አለው					
6.	I do not feel a strong sense of belonging to this organization ለተቋሙ የሚሰማኝ የባለቤትነት ስሜት ደካማ ነው					
	Normative Organizational Commitment					
7.	I do not feel any obligation to remain with my organization በተቋሙ እንድቆይ የሚያደርግ ምንም አይነት የሞራል ግዴታ አይሰማኝም					
8.	Even if it were to my advantage , I do not feel it would be right to leave ተቋሙን መልቀቅ ሊያስገኝልኝ የሚችለው ጥቅም ቢኖር እንኳን ተቋሙን መልቀቅ ትክክል እንደሆነ አይሰማኝም					
9.	I would feel guilty if I left this organization now					

No.	Scale Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
	አሁን ላይ ተቋሙን ለቂቄ ቢሄድ በመልቀቁ የምፀፀት ይመስለኛል					
10.	This organization deserves my loyalty ተቋሙ የኔ ታማኝነት ይገባዋል					
11.	I would not leave my organization right now because of my sense of obligation to it አሁን ላይ ተቋሜን አልለቅም ምክንያቱም እዚህ እንድቆይ የሚያደርግ የሞራል ግዴታ ይሰማኛል					
12.	I owe a great deal to this organization የተቋሙ ብዙ ውለታ አለብኝ					
	Continuance Organizational Commitment					
13.	It would be very hard for me to leave my job at this organization right now even if I wanted to አሁን ላይ ተቋሙን መልቀቅ ብፈልግ እንኳን ሥራዬን መልልቅ በጣም ከባድ ነው የሚሆነው					
14.	Too much of my life would be disrupted if I leave my organization አሁን ላይ ሥራዬን መልቀቅ የህይወቴን ብዙ ገዕታ ያዘገባል					
15.	Right now, staying with my job at this organization is a matter of necessity as much as desire በአሁኑ ወቅት በዚህ ተቋም መቆየቴ የፍላጎት ወይም የምርጫ ጉዳይ ብቻ ሳይሆን የህልውናም ጉዳይ ነው					
16.	I believe I have too few options to consider leaving this organization ተቋሙን ስለመልቀቅ ለማሰብ ያሉኝ ሌሎች አማራጮች በጣም ውስን እንደሆነ ይሰማኛል					
17.	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere በዚህ ተቋም ያለኝን ሥራ መልቀቅ ከሚያስከትላቸው ችግሮች አንዱ ሌላ ቦታ የሥራ ዕድል የመኖሩ ሁኔታ አናሳ መሆኑ ነው					
18.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice በተቋሙ እንድቆይ ካደረጉኝ ዋና ዋና ምክንያቶች አንዱ ተቋሙን መልቀቅ ብዙ ዋጋ የሚያስከፍለኝ በመሆኑ ነው					

Appendix 6

Satisfaction level of respondent's with the nine factors of job satisfaction

1. Pay

pay1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree very much	29	17.9	18.0	18.0
	disagree moderately	26	16.0	16.1	34.2
	disagree slightly	11	6.8	6.8	41.0
	agree slightly	36	22.2	22.4	63.4
	agree moderately	43	26.5	26.7	90.1
	agree very much	16	9.9	9.9	100.0
Total		161	99.4	100.0	
Missing	System	1	.6		
Total		162	100.0		

pay1.2R

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree very much	18	11.1	11.2	11.2
	disagree moderately	32	19.8	19.9	31.1
	disagree slightly	19	11.7	11.8	42.9
	agree slightly	40	24.7	24.8	67.7
	agree moderately	33	20.4	20.5	88.2
	agree very much	19	11.7	11.8	100.0
Total		161	99.4	100.0	
Missing	System	1	.6		
Total		162	100.0		

pay1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree very much	28	17.3	17.4	17.4
	disagree moderately	17	10.5	10.6	28.0
	disagree slightly	19	11.7	11.8	39.8
	agree slightly	33	20.4	20.5	60.2
	agree moderately	42	25.9	26.1	86.3

	agree very much	22	13.6	13.7	100.0
	Total	161	99.4	100.0	
Missing	System	1	.6		
Total		162	100.0		

pay1.4R

		Frequency	Percent	Valid Percent	Cumulative Percent
	disagree very much	34	21.0	21.1	21.1
	disagree moderately	19	11.7	11.8	32.9
	disagree slightly	16	9.9	9.9	42.9
Valid	agree slightly	40	24.7	24.8	67.7
	agree moderately	30	18.5	18.6	86.3
	agree very much	22	13.6	13.7	100.0
	Total	161	99.4	100.0	
Missing	System	1	.6		
Total		162	100.0		

2. Promotion

promot2.1R

		Frequency	Percent	Valid Percent	Cumulative Percent
	disagree very much	33	20.4	20.5	20.5
	disagree moderately	32	19.8	19.9	40.4
	disagree slightly	24	14.8	14.9	55.3
Valid	agree slightly	25	15.4	15.5	70.8
	agree moderately	18	11.1	11.2	82.0
	agree very much	29	17.9	18.0	100.0
	Total	161	99.4	100.0	
Missing	System	1	.6		
Total		162	100.0		

promot2.2

		Frequency	Percent	Valid Percent	Cumulative Percent
	disagree very much	28	17.3	17.4	17.4
Valid	disagree moderately	28	17.3	17.4	34.8
	disagree slightly	23	14.2	14.3	49.1

	agree slightly	23	14.2	14.3	63.4
	agree moderately	33	20.4	20.5	83.9
	agree very much	26	16.0	16.1	100.0
	Total	161	99.4	100.0	
Missing	System	1	.6		
Total		162	100.0		

promot2.3

		Frequency	Percent	Valid Percent	Cumulative Percent
	disagree very much	28	17.3	17.4	17.4
	disagree moderately	40	24.7	24.8	42.2
	disagree slightly	34	21.0	21.1	63.4
Valid	agree slightly	25	15.4	15.5	78.9
	agree moderately	21	13.0	13.0	91.9
	agree very much	13	8.0	8.1	100.0
	Total	161	99.4	100.0	
Missing	System	1	.6		
Total		162	100.0		

promotion2.4

		Frequency	Percent	Valid Percent	Cumulative Percent
	disagree very much	42	25.9	26.1	26.1
	disagree moderately	26	16.0	16.1	42.2
	disagree slightly	32	19.8	19.9	62.1
Valid	agree slightly	24	14.8	14.9	77.0
	agree moderately	19	11.7	11.8	88.8
	agree very much	18	11.1	11.2	100.0
	Total	161	99.4	100.0	
Missing	System	1	.6		
Total		162	100.0		

3. Supervision

supervi3.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree very much	15	9.3	9.3	9.3
	disagree moderately	18	11.1	11.2	20.5
	disagree slightly	20	12.3	12.4	32.9
	agree slightly	22	13.6	13.7	46.6
	agree moderately	51	31.5	31.7	78.3
	agree very much	35	21.6	21.7	100.0
Total		161	99.4	100.0	
Missing	System	1	.6		
Total		162	100.0		

supervis3.2R

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree very much	27	16.7	16.8	16.8
	disagree moderately	23	14.2	14.3	31.1
	disagree slightly	30	18.5	18.6	49.7
	agree slightly	15	9.3	9.3	59.0
	agree moderately	27	16.7	16.8	75.8
	agree very much	39	24.1	24.2	100.0
Total		161	99.4	100.0	
Missing	System	1	.6		
Total		162	100.0		

supervis3.3R

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree very much	23	14.2	14.3	14.3
	disagree moderately	25	15.4	15.5	29.8
	disagree slightly	28	17.3	17.4	47.2
	agree slightly	24	14.8	14.9	62.1
	agree moderately	23	14.2	14.3	76.4
	agree very much	38	23.5	23.6	100.0
Total		161	99.4	100.0	
Missing	System	1	.6		

Total	162	100.0		
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supervision3.4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
disagree very much	30	18.5	18.6	18.6
disagree moderately	28	17.3	17.4	36.0
disagree slightly	24	14.8	14.9	50.9
agree slightly	12	7.4	7.5	58.4
agree moderately	31	19.1	19.3	77.6
agree very much	36	22.2	22.4	100.0
Total	161	99.4	100.0	
Missing System	1	.6		
Total	162	100.0		

4. Fringe Benefits

benef4.1R

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
disagree very much	40	24.7	24.8	24.8
disagree moderately	35	21.6	21.7	46.6
disagree slightly	19	11.7	11.8	58.4
agree slightly	17	10.5	10.6	68.9
agree moderately	24	14.8	14.9	83.9
agree very much	26	16.0	16.1	100.0
Total	161	99.4	100.0	
Missing System	1	.6		
Total	162	100.0		

benefits4.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
disagree very much	27	16.7	16.8	16.8
disagree moderately	34	21.0	21.1	37.9
disagree slightly	29	17.9	18.0	55.9
agree slightly	18	11.1	11.2	67.1
agree moderately	24	14.8	14.9	82.0
agree very much	29	17.9	18.0	100.0

Total	161	99.4	100.0
Missing System	1	.6	
Total	162	100.0	

benefits4.3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree very much	22	13.6	13.7	13.7
disagree moderately	35	21.6	21.7	35.4
disagree slightly	18	11.1	11.2	46.6
Valid agree slightly	21	13.0	13.0	59.6
agree moderately	40	24.7	24.8	84.5
agree very much	25	15.4	15.5	100.0
Total	161	99.4	100.0	
Missing System	1	.6		
Total	162	100.0		

benef4.4R

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree very much	42	25.9	26.1	26.1
disagree moderately	32	19.8	19.9	46.0
disagree slightly	23	14.2	14.3	60.2
Valid agree slightly	21	13.0	13.0	73.3
agree moderately	23	14.2	14.3	87.6
agree very much	20	12.3	12.4	100.0
Total	161	99.4	100.0	
Missing System	1	.6		
Total	162	100.0		