



**FACTORS AFFECTING ORGANIZATIONAL COMMITMENT
OF EMPLOYEES: THE CASE OF KOREA HOSPITAL IN
ADDIS ABABA**

By: Emnet Tibebe Mengistu

Advisor: Dr. Abraraw Chane

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DECLARATION

I Emnet Tibebu Mengistu, Registration Number/I.D. Number **GSD/5305/15**, do hereby declare that this Thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of a degree in any other university/institution.

Name of Student Signature.....
Date.....

This Thesis has been submitted for examination with my approval as University supervisor.

Name of Advisor..... Signature.....
Date.....

APPROVAL

The undersigned certify that they have read and here by recommend to Addis Ababa University, Department of Business Leadership to accept the Thesis submitted by Emnet Tibebe Mengistu, entitled “Factor affecting organizational commitment of employees: The case of Korea Hospital in Addis Ababa” in partial fulfillment of the requirements for the award of a Master’s in Business Leadership (MBL).

Name of Advisor Signature

Date.....

Name of Internal Examiner Signature.....

Date.....

Name of External Examiner Signature.....

Date.....

Name of Head of Department Signature.....

Date.....

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Abstract

When it comes to maintaining employee retention, job happiness, and overall service quality within healthcare institutions, employee commitment is an essential component that must be present. Located in Addis Ababa, Ethiopia, Korea Hospital is the subject of this study, which explores the primary elements that influence staff commitment. Reward and appreciation, length of working hours, job level, job autonomy, and leadership behavior are the five primary independent factors that are the subject of this research. The research was conducted using a mixed-method approach, with quantitative data being gathered through structured questionnaires from a sample of 230 employees selected through stratified random sampling, and qualitative insights being gathered through interviews. SPSS software was utilized in order to carry out the analysis of the data, which included the utilization of descriptive statistics, correlation, and multiple regression analysis. According to the findings, each of the five characteristics has a substantial impact on the level of commitment shown by employees. Notably, the duration of working hours and job autonomy demonstrated the biggest positive influence, with beta values of 0.599 and 0.402 respectively. On the other hand, job level demonstrated a considerable negative impact (-0.777), indicating that there is a need to resolve unhappiness associated to hierarchy. A significant explanatory power was demonstrated by the model, as evidenced by a R value of 0.85 and an R² value of 0.73. These numbers show that the variables in the model explain 73% of the differences in employee commitment. The report ends with a number of suggestions for hospital management, such as improving reward systems, making work schedules more flexible, encouraging fair opportunities for advancement, and improving leadership skills. To get people to be more committed and to improve the results of healthcare services supplied by private organizations, these improvements need to be put into place.

Keywords: Employee Commitment, Private Hospital, Reward and Appreciation, Job Autonomy, Leadership Behavior, Length of Working Hours, Job Level.

Chapter 1: Introduction

1.1 Background of the Study

In healthcare facilities, employee commitment is a key factor that affects personnel retention, job performance, and the overall efficiency of the service. In Ethiopia, especially in private hospitals, employee engagement levels are still a big problem. This problem not only makes healthcare services less effective, but it also makes patients less happy with them. A number of research (Gollagari et al., 2024; Fantahun et al., 2023; Arage et al., 2022; Chayomchai et al., 2023; Deressa et al., 2022) have found that there are several things that affect organizational commitment. Some of these are job satisfaction, fairness in the workplace, how leaders act, the work environment, and the culture of the team.

Job happiness and justice in the workplace are two big aspects that affect how committed individuals are to their jobs. Research shows that employees feel more like they belong and are more engaged at work when they have a supportive and fun work environment and are treated properly. Research done in Ethiopian public universities and health facilities (Gollagari et al., 2024; Deressa et al., 2022) found that workers who feel they are treated fairly in terms of pay, promotions, and other aspects of their work environment are more likely to be committed. Fantahun et al. (2023) and Agegnehu et al. (2022) also found that the work environment, the support of supervisors, and the empowerment of employees are important factors that affect healthcare professionals' dedication to their jobs.

Another factor that affects how committed people are to their jobs is how their bosses act, especially if they are transformational leaders. There is a clear link between transformational leadership, which encourages motivation and alignment with business goals, and high levels of commitment among healthcare personnel (Arage et al., 2022; Geletu & Hawassa, 2019). Poor leadership, on the other hand, can make workers unhappy and disengaged, which can lead to high rates of employee turnover (Suryani, 2018).

Also, things like rewards, job level, and chances for career advancement have a big effect on how dedicated an employee is. Research has demonstrated that job satisfaction, work experience, and management leadership all directly affect how committed people are. These results show how important it is to have structured career development programs and equitable pay systems to keep more employees (Chayomchai et al., 2023; Mishra & Kasim, 2023). It has been shown that cultures that are open to new ideas and help their employees

tend to make them more committed, whereas cultures that are bureaucratic tend to make them less engaged (Zerihun Kinde & Kaur, 2018). In this case, the culture of the organization is also very important.

There are a number of other things that have been linked to organizational commitment. Some of these characteristics are age, length of service, work independence, and internal marketing plans. (Arage et al., 2022; Nima et al., 2017) Studies have indicated that employees who are over 30 years old, have been with the organization for a longer time, and feel like they have control over their work are more likely to be committed. Geletu and Hawassa (2019) further say that internal marketing strategies including vision, staff development, and performance-based awards considerably increase the level of commitment among healthcare workers. Mishra and Kasim (2023) and Waktola (2014) say that the culture of a team and how well people get along with each other are two things that affect how well an organization does as a whole. These things make employees even more dedicated and happy with their jobs.

Even though these things have been understood, private hospitals in Ethiopia still have poor levels of organizational commitment for a number of reasons. Some of these are low pay, poor leadership, and few prospects for career advancement. It is important to deal with these problems in order to improve the delivery of healthcare services and keep employees engaged in the private healthcare sector (Estigoy et al., 2020; Rakowska et al., 2015).

1.2 Problem Statement

The dedication of staff working in private hospitals in Ethiopia is still quite low, which makes it harder to provide good services and makes patients less happy overall. Private hospitals, on the other hand, don't get government money like public hospitals do. Instead, they compete with one other, and the organization's devotion has a big impact on how well they keep staff and how well they serve customers. Israel et al. (2017) and Gizaw et al. (2016) say that healthcare workers may not be very committed for a lot of reasons, such as not being treated fairly, having bad bosses, and not having enough recognition programs for employees.

One of the main reasons why private hospitals have low levels of commitment is that there are no awards or ways to show appreciation at work. Employees often stop caring about their work when they don't feel that their hard work is being recognized or appreciated. This leads to poor

customer service and lower productivity (Saha, 2016).

The length of the workday is another factor that affects how committed people are. Gabremichael and Rao (2013) say that workers who work longer hours may either become more loyal to the company or lose motivation and stay the same over time.

Also, the amount of employment is an important element in how committed employees are. Annakili and Jayam (2018) say that higher-level employees are frequently more committed because they get paid more and have more chances to move up in their careers. Lower-level workers, on the other hand, are more prone to feel unsure and unhappy.

Research has indicated that employees who feel that they have a say in decisions and are empowered to do so are more likely to be committed (Yousaf et al., 2011). Another thing that affects commitment is job autonomy, which is how much power individuals have over their work. Also, how leaders conduct is a big part of how committed people are to their organizations. Research shows that leadership styles that are supportive and transformational are more likely to motivate workers and create a positive work environment, both of which are important for building commitment. Kanfe et al. (2021) say that bad management and leadership lead to disengagement, less job satisfaction, and increased turnover rates.

A third reason why the problem is so bad is because private hospitals don't have a strong organizational culture. Beheshtifar and Herat (2013) did research that showed that bureaucratic cultures do not encourage commitment, while cultures that are innovative and supportive do. These cultures lead to higher levels of employee engagement and lower rates of employee turnover. The workplace atmosphere, how much control individuals have, and the prospects for professional growth are other crucial factors that affect how committed employees are (Estifo et al., 2019). It has also been discovered that perceived organizational support, effective communication, and participatory decision-making all have a favorable impact on commitment, which further emphasizes the necessity of enhancing management practices (Lee, 2020).

There is a conspicuous scarcity of research that focusses on private healthcare institutions in Ethiopia, despite the fact that a number of studies have investigated organizational commitment within public hospitals in the country. This discrepancy is noteworthy because private hospitals operate under distinct organizational structures, incentive systems, and workplace cultures

compared to public hospitals. As a result, there can be major variances in the degrees of commitment that employees have to their jobs. It is necessary to conduct a separate investigation because of the distinctive characteristics of private hospitals, which include the presence of competitive pressure, limited government assistance, and various leadership methods. This study aims to fill this void by conducting an in-depth investigation of the elements that have an impact on the level of commitment shown by employees working at Korea Hospital in Addis Ababa. This is done with the intention of generating evidence-based insights that will assist private hospital management in improving the level of dedication shown by their personnel as well as the quality of services provided within Ethiopia's private healthcare sector.

1.3 Research Questions

The research questions this study attempts to provide answers for are:

1. What is the impact of rewards and work appreciation on employees' organizational commitment?
2. What is the impact of length of working hours on employees' organizational commitment?
3. What is the impact of job level on employees' organizational commitment?
4. What is the impact of job autonomy on employees' organizational commitment?
5. What is the impact of leadership behavior on employees' organizational commitment?

1.4 Objectives of the Study

1.4.1 General Objective

The overall objective of this study is to investigate factors affecting organizational commitment of employees in private hospitals particularly Korea hospital in Addis Ababa.

1.4.2 Specific Objectives

Specific research objectives of this study are:

- i. To assess the impact of rewards and work appreciation on employees' organizational commitment.
- ii. To assess the impact of length of working hours on employees' organizational commitment.
- iii. To assess the impact of job level on employees' organizational commitment.

- iv. To assess the impact of job autonomy on employees' organizational commitment.
- v. To assess the impact of leadership behavior on employees' organizational commitment.

1.5 Significance of the Study

Organizational commitment plays a key role in the success of any organization, particularly in the healthcare sector, where the quality of service and care to patients directly rely on the commitment of the employees. In private hospitals in Ethiopia, one of the big issues with low organizational commitment has adverse effects on the quality of customer service provided to patients. It is imperative to investigate the determinants of low employee commitment to improve the quality of service, decrease the rate of disengagement of employees, and attain the overall performance of healthcare organizations.

This study is significant in many ways. First, it will better clarify why private hospitals' employees in Addis Ababa are less committed. Second, the findings of this study can be employed by policy-makers and hospital managers to plan interventions that will enhance employee commitment and ultimately lead to better patient care and improved performance of hospitals. Third, this research contributes to the limited body of knowledge about employee commitment of Ethiopia's private health sector. As most previous studies have focused on public hospitals, the current study fills an important research gap by shedding light on the private sector.

Furthermore, from a pragmatic perspective, knowing the determinants of organizational commitment enables hospital administrators to create and implement focused interventions, such as better leadership practices, better reward systems, and formal career development programs, to maximize employee commitment and reduce turnover rates.

1.6 Scope of the Study

The area of this study is limited to Ethiopia, Addis Ababa private hospitals. By way of illustration, Korea hospital is considered for a case study. This hospital has been selected under the impression that they embody the typical working culture of private health care institutions of Ethiopia. Because the majority of the private hospitals in Ethiopia have similar problems with staff commitment, the experiences from the hospital can provide valuable information to be utilized by other private health institutions.

The study will randomly sample employees at various levels of employment, including

administrative staff, nurses, laboratory technicians, and physicians, to obtain a full representation of organizational commitment at various levels of employment. The study will examine the impact of reward and work appreciation, length of working hours, job level, job autonomy, and leadership behavior on employee commitment.

1.7 Limitations of the Study

Even though this study is crucial, it is not without limitations. One of the major limitations is the lack of existing researched information on organizational commitment in private hospitals in Ethiopia. Thus, all the data for this study will be collected from primary sources, such as structured interviews and questionnaires. The employment of primary sources of data collection could extend the duration of the research process.

In addition, the research will only utilize one private hospital. Although the selected hospital is likely to be representatives of the dominant working culture in private healthcare organizations in Ethiopia, the results may not provide sufficient representation for variation in worker commitment in all private hospitals across Ethiopia. Such research would likely need larger sample size in order to extend its generalizability in future studies. Another limitation is that the interview was conducted for this study is that there were only a few participants, which may not have fully represented the various points of view held by all of the personnel at Korea Hospital. As a consequence of this, the qualitative insights that were acquired would not be generalizable and might not adequately portray the wider variety of employee experiences that may be found across departments.

1.8 Organization of the Study

The study is structured into five chapters. Chapter One introduces the research by providing background information, defining the problem statement, outlining research questions and objectives, and discussing the significance, scope, and limitations of the study. Chapter Two presents a review of related literature, incorporating both conceptual and empirical studies, and establishes the conceptual framework for the research. Chapter Three details the research methodology, including the research design, population and sampling techniques, data sources and collection instruments, data collection procedures, data analysis methods, as well

as considerations for reliability, validity, and ethical concerns. Chapter Four focuses on the presentation, analysis, and interpretation of data, along with a summary of key findings. Finally, Chapter Five concludes the study by summarizing major findings, drawing conclusions, and offering recommendations based on the research outcomes.

1.9 Definition of Terms

a) Employee Commitment

It is a term that describes the emotional attachment and loyalty that an employee has towards their organization, which plays a role in determining whether or not they are willing to continue working for the organization and contribute to its goals throughout the course of time.

b) Reward and Appreciation

Not only does this encompass monetary rewards (such as salaries and bonuses), but it also encompasses non-monetary recognition (such as praise and awards) that is bestowed upon employees as a means of acknowledging their performance and achievements.

c) Length of Working Hours

This term refers to the total number of hours an employee works each day or week. It also includes things like overtime, shift length, and scheduling flexibility, all of which could affect how happy you are with your employment and how well you manage work and life.

d) Job Level

It shows the person's place or rank in the organization's hierarchy (for example, support staff, administrative staff, or medical professionals). This often affects the person's power, pay, and access to opportunities for professional growth.

e) Job Autonomy

This word relates to how much freedom workers have to make decisions, decide how they do their work, and plan their own activities without having to be watched all the time.

f) Leadership Behavior

This section discusses on the behaviors, attitudes, and management style of leaders in organizations, with a focus on how they help, influence, and motivate their workers. Transformational, transactional, and laissez-faire are some kinds of leadership that fit into this group.

Chapter 2: Literature Review

2.1 Theoretical Literature Review

There is a considerable relationship between employee commitment to the organization and work happiness, employee retention, and the overall effectiveness of the organization. Employee commitment is an essential component of employee behavior that has a significant impact on these factors. In attempt to provide an explanation for the factors that drive employee commitment, academics have examined a wide variety of theoretical perspectives regarding the subject matter. The subjects that have been discussed in these viewpoints include workplace justice, different kinds of leadership, job satisfaction, the climate of the workplace, remuneration, and the opportunities for professional growth. Companies have the potential to acquire considerable insights into how they might strengthen employee engagement and minimize turnover rates if they get a knowledge of these theoretical ideas and use them in their operations.

2.1.1 Organizational Justice and Commitment

The concept of organizational fairness, which plays an important role in this context, has a considerable impact on the level of motivation and dedication displayed by workers. Employee engagement and loyalty have been found to be significantly impacted by the idea of distributive justice, which relates to the perceived fairness of resource allocation, and procedural justice, which is connected to the fairness of processes inside an organization. Both of these concepts have been found to have a significant impact on the level of employee engagement and loyalty. When employees have the perception that their organization operates fairly in terms of decision-making and incentive distribution as well, they are more likely to develop a sense of attachment to their roles and remain dedicated to their positions, as indicated by research carried out by Gollagari et al. (2024) and Fantahun et al. (2023). This is because employees are more likely to feel that their roles are important to them. Additionally, perceptions of fairness contribute to workplace harmony and reduce conflicts, generating a healthy work environment that increases employee happiness (Arage et al., 2022).

2.1.2 Job Satisfaction, Work Climate, and Employee Engagement

One of the most dependable measures of loyalty to a firm is the degree to which an individual is dissatisfied with their working environment. Those employees who are able to find fulfilment and contentment in their work are more likely to remain loyal to the organizations for which they work. A number of elements, including as assistance from supervisors, recognition, and efficient

management of workload, are significant contributors to the level of happiness that employees experience in their place of employment. According to study carried out by Chayomchai et al. (2023) and Deressa et al. (2022), the reduction of stress and the creation of an atmosphere that is supportive can lead to an increase in the level of dedication shown by employees. Increased employee engagement can be achieved through the establishment of a positive work environment, which is characterised by transparency, collaboration, and mutual respect. Furthermore, Agegnehu et al. (2022) found that companies that develop an atmosphere of thankfulness and make investments in the health and happiness of their employees are more likely to retain their workforce. This is because these companies are more likely to make an investment in their employees' well-being.

2.1.3 Leadership and Its Impact on Employee Commitment

When it comes to determining the level of dedication shown by employees, one of the most significant criteria is effective leadership. A correlation has been found between higher levels of organizational commitment and transformational leadership, which is characterized by an emphasis on inspiring and motivating workers via the use of vision and personal growth. This phenomenon has been observed to be associated with higher levels of organizational commitment. It has been found by Geletu and Hawassa (2019) and Suryani (2018) that employees who have the goal of being respected and empowered by their leaders are more likely to develop a profound emotional connection with their place of employment. Mishra and Kasim (2023) found that leadership styles that are autocratic or ineffective frequently result in low levels of employee engagement and high rates of employee turnover. This is in contrast to leadership styles that are autonomous or ineffective. Participatory leadership, in which employees are actively engaged in decision-making processes, has also been found to promote a higher sense of ownership and dedication to the organization (Zerihun Kinde & Kaur, 2018). This suggests that employees are more likely to feel involved in the organization's operations. This is determined by the findings of the research that has been carried out.

2.1.4 Organizational Culture, Teamwork, and Internal Marketing

When it comes to shaping the attitudes and behaviors of employees, the culture of an organization is an aspect that is incredibly important to consider. When an organization cultivates a culture that places an emphasis on trust, teamwork, and continual education, the likelihood of the organization being able to keep employees who are devoted to the organization increases. Nima et al. (2017) and Waktola (2014) state that cultures that are supportive and

imaginative promote a sense of belonging among employees, which in turn drives them to effectively contribute to the goals of the firm. This is a positive feedback loop that benefits the company as a whole. By aligning personal aspirations with corporate objectives, it has been discovered that internal marketing strategies, such as career development programs and clear communication of organizational vision, can increase employee engagement (Wydyanto & Yandi, 2020; Estigoy et al., 2020). These strategies have been proven to be effective in boosting employee engagement. Some examples of such strategies include career development programs and the communicating of the organization's goal in a clear and concise manner.

2.2.1.5 Factors that are both psychological and individual Making an Impact on Dedication

Personal qualities of employees, such as age, duration of service, and psychological contract fulfilment, are additional elements that impact the level of commitment that they have to their employer. Research that was carried out by Rakowska et al. (2015) and Israel et al. (2017) indicates that employees who have been with the firm for a longer amount of time and who are older have a tendency to have higher levels of commitment to the organization. They have developed stronger relationships to the company, which is the reason behind this. In addition, Gizaw et al. (2016) found that employees who have the sense that their psychological contract, which is an unwritten understanding between the employer and the employee on mutual expectations, is fulfilled are more likely to remain committed to their employment. This is because the psychological contract is a form of an unwritten agreement between the two parties.

2.1.6 Compensation, Career Development, and Job Security

When it comes to getting employees to stay with a company, pay and chances for career advancement are two of the most essential factors. When employees are given fair and competitive pay and clear paths for career progression, they feel more stable and motivated to stay with their company. Saha (2016) and Gabremichael and Rao (2013) say that employees are more committed to their organizations when they think their hard work is being acknowledged and that they have a chance to move up. On the other hand, employees often leave jobs with high turnover rates because they don't see any opportunity for career progression or don't get paid enough (Annakili & Jayam, 2018). Job security is another important element. Yousaf et al. (2011) discovered that employees who had secure jobs were more committed than those who were in jobs that were uncertain.

2.1.7 The work environment, support for employees, and moral issues

It is important to establish a supportive work environment in order to get employees to be dedicated. Kanfe et al. (2021) say that employees are more likely to stay with a company if they think that the company is giving them the tools, training, and activities they need to be happier. Ethical elements, including as openness, fairness, and mutual respect, also have a big impact on how engaged employees are. Behestifar and Herat (2013) say that companies that have strong moral standards and care about their employees' well-being are more likely to have employees that are loyal and committed.

2.1.8 How technology changes and digitalises' organizational commitment

In today's modern workplace, both technology developments and digital transformation have changed a lot about how employees engage with their companies. Using data-driven management systems and digital tools correctly can make workers more productive, give them less work to do, and make them happier with their jobs overall. Estifo et al. (2019) and Lee (2020) say that digitalization makes workers more flexible and lets them get more done, which makes them more loyal to their companies. Additionally, Godie et al. (2024) say that giving employees regular training on new technologies not only helps them adapt to the digital changes happening at work, but it also makes them feel more valued and loyal to the company.

2.2 Empirical Literature Review

2.2.1 Rewards and Work Appreciation

In the healthcare profession, awards and recognition are very important for motivating and keeping staff members. Research has shown that both monetary and non-monetary awards have a big effect on how successfully people do their jobs and how likely they are to stay loyal to a company. Ayaz and Mohammed (2023) say that good compensation systems make employees more motivated and inspire them to do well, which makes them more committed to the company. A research done at the Health Office of Sumbawa District in Indonesia found that incentives made employees 30.9% more motivated. This result implies that there is a strong link between reward systems and job engagement (Sarita & Pamungkas, 2024). In the same way, a study of health care workers in Pakistan found that non-monetary rewards, such recognition and chances to advance their careers, made them happier at work than monetary rewards. This discovery

shows how important both sorts of rewards are for building commitment (Khan et al., 2024).

A study of employees at Health Centre IV in Uganda found that staff who had good reward systems were more likely to meet deadlines, stay at their desks, and do a better job. This discovery adds to the evidence for the findings made here. The study also indicated that organizational rewards alone might not be enough to accurately predict how well employees will do their jobs. This means that to get the best results, you need more than just money, such good leadership and job happiness (Atwiine et al., 2020). Also, study in the public service sector showed that well-structured reward systems stimulate desired behaviors and make people more committed to their jobs (Somoye & Eyupoglu, 2020).

2.2.2 Length of Working Hours

Employees who worked part-time, overtime, or had long commutes were less likely to want to stay with their firm. Also, being unhappy with pay and work schedules made people much less likely to stay with the company and be committed to it (Steinmetz et al., 2014).

Another study found that working more than normal hours affected both job satisfaction and commitment, especially when the conditions at work weren't good. Only when employees felt they were getting enough help or profit from their extra work did this relationship get better (Dilani et al., 2022).

Healthcare workers, especially nurses working 12-hour shifts or longer, were more likely to experience burnout, emotional exhaustion, and dissatisfaction, all of which led to a higher tendency to leave their jobs (Dall'Ora et al., 2015). Similarly, extended working hours were linked to presentism, where employees continue working despite illness or fatigue, reflecting a decline in genuine engagement and organizational loyalty (Pranjić et al., 2023).

Moreover, a non-linear relationship was found between weekly working hours and burnout. Compared to a 40-hour work week, burnout risks doubled beyond 60 hours and quadrupled after 84 hours, strongly suggesting that excessive working hours' damage commitment through physical and mental strain (Lin et al., 2021).

2.2.3 Job Level

Job level significantly influences employee commitment, as it determines access to resources, decision-making authority, and perceived career growth. A study on faculty members revealed that occupational rank affected all three dimensions of commitment (affective, continuance, and normative), with higher-ranked individuals exhibiting greater attachment to their organizations (Thomas & Scroggins, 2023).

Similarly, research in the healthcare sector found that personal traits were stronger predictors of commitment in lower-status jobs, whereas job structure and work experience were more influential in higher-status roles (Sharma & Sinha, 2015). Employees in senior roles tended to exhibit higher levels of normative and continuance commitment, largely due to their career investments and greater decision-making autonomy.

2.2.4 Job Autonomy

Providing employees with a higher degree of control over their duties, lowering stress levels, and increasing job satisfaction are all important aspects of job autonomy, which plays a significant role in the development of organizational commitment. According to a study of Iranian intensive care unit nurses, professional autonomy made them far more committed, even though the effect was only moderate compared to other characteristics (Kasimoglu, 2021). Also, a study done in Northeast Ethiopia found that 54.5% of health professionals said they had a lot of freedom at work. This was linked to a higher level of dedication to the organization and better service delivery (Judi et al., 2025).

It was also found that giving employees greater freedom at work can help with work-family conflict and work overload, which leads to higher job satisfaction and commitment (Yimer et al., 2024). Another study (Abdillah & Mursalina, 2020) found that workers who had greater freedom were more likely to be dedicated to their jobs. They felt more like they owned their work, which is why this happened. Ahakwa et al. (2021) say that nurse training programs that emphasized on autonomy made a big difference in how committed nurses were to their jobs.

This result shows that structured training can help employees become more engaged and independent. More research has shown that employees are more likely to feel emotionally attached to their organizations when they have the freedom to make decisions about their work.

This is because planning and carrying out tasks on their own had the biggest effect on affective commitment (Habib Mohamed et al., 2023).

2.2.5 Leadership Behavior

How leaders act is a big element of how committed their staff are, especially in high-stress fields like healthcare. Many studies have shown that transformational leadership styles are linked to higher levels of employee engagement, job satisfaction, and long-term commitment to the organization. A research of healthcare professionals in India found that leadership that gives employees more power at work has a beneficial effect on commitment, with quality of work life (QWL) acting as a mediator (Tú, 2022).

Another study on leadership in hospitals (Nayak et al., 2018) found that transactional and laissez-faire leadership styles had a negative or little effect on employee commitment. Transformational leadership had a big positive effect on how committed hospital staff were to their jobs. Aboodi et al. (2013) say that ethical leadership has been shown to increase employee engagement, emotional commitment, and performance. This discovery supports the idea that values-based leadership makes employees feel like they belong more strongly.

Structural equation modelling has confirmed that leadership behavior has a big effect on work satisfaction and organizational commitment. Good leadership practices directly lead to more engagement (Tamer, 2021). Also, studies done in the healthcare field have shown that ethical leadership and a good organizational culture are very important for getting people to commit. As shown by Şahin et al. (2014), this is done via encouraging teamwork and ethical work behaviors.

In short, a study that looked at different types of leadership in a city that specializes in medical care found that democratic leadership had the biggest positive effect on employee commitment, while authoritarian and bureaucratic leadership styles had smaller effects. Alsharqi and Takrouni's research (n.d., 2017) found that a laissez-faire leadership style might also be good if it was combined with a lot of freedom and employee involvement.

When it comes to forming organizational commitment, empirical study shows how complicated the relationship is between rewards and appreciation of work, length of working hours, job level, job autonomy, and leadership behavior. However, employment level and duration of working hours have varied results, which shows that commitment is affected by more than just how long

someone has been working or their position in the hierarchy. Rewards, admiration for work, and good leadership behavior always have good benefits, while the effects of employment level and length of working hours are mixed.

Particularly in the healthcare industry, where workload pressures and job satisfaction are major considerations, autonomy emerges as a key driver of commitment (especially in the healthcare industry).

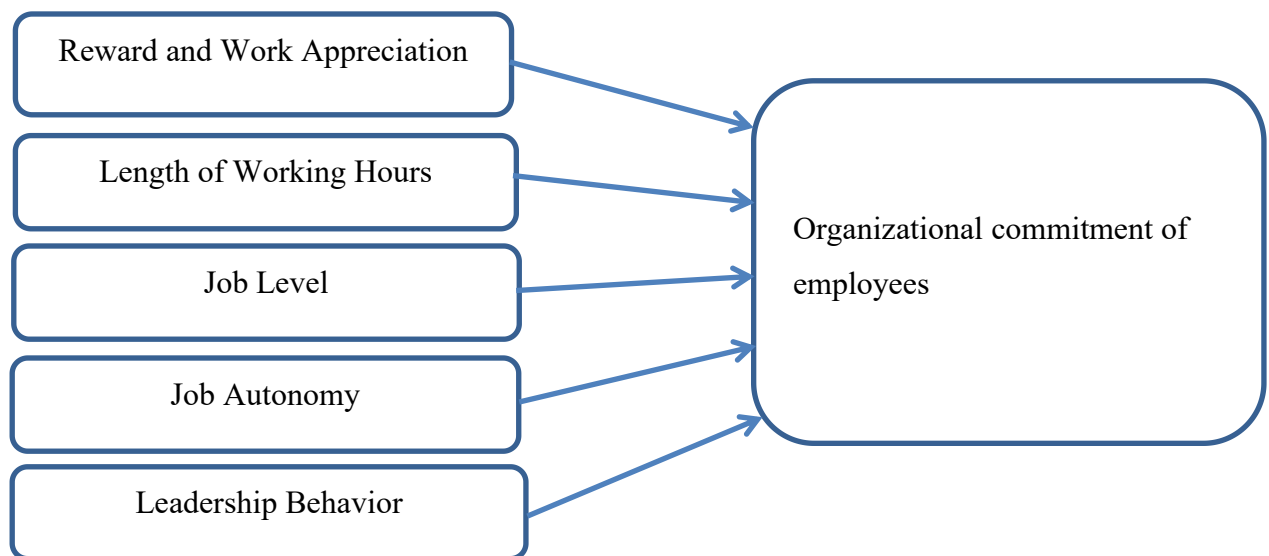
The findings of this analysis highlight the significance of adapting organizational policies to promote employee engagement, notably in the private hospital sector of Ethiopia. It is recommended that hospitals like Korea Hospital, which are supported by empirical research, take into consideration the implementation of structured reward systems, leadership development programs, and policies that enhance autonomy in order to improve the overall quality of service and the level of commitment of their workers.

2.3 Conceptual framework

Independent Variables:

Dependent Variable:

Figure 1 shows the conceptual framework of the study



The conceptual framework of this study provides an illustration of the relationship between the independent variables (factors that affect organizational commitment) and the dependent variable (organizational commitment). Some of the independent variables are as follows:

1. **Rewards and Work Appreciation** – Offering incentives, recognition, and advantages to employees in order to boost their motivation and loyalty to the company.
2. **Length of Working Hours** – The amount of time that a person spends working for an organization in a single day, which might have an effect on the depth of their commitment to the company.
3. **Job Level** – The employee’s position within the organizational hierarchy, affecting their engagement and sense of belonging.
4. **Job Autonomy** – The degree of control employees has over their tasks, which impacts their satisfaction and organizational commitment.
5. **Leadership Behavior** – The leadership style and management approach, which influence employee motivation, trust, and long-term commitment.

Employees' emotional attachment, loyalty, and willingness to remain in the business are all examples of organizational commitment, which serves as the dependent variable in this study. The conceptual framework argues that the level of commitment that employees have toward their organization is influenced collectively by five independent variables.

Chapter 3: Research Methodology

In this chapter, the study technique that was followed in order to investigate the elements that impact the level of organizational commitment among staff at Korea Hospital in Addis Ababa, Ethiopia, is detailed. The hospital is located in Ethiopia. It gives a description of the objectives of the study, its design, the population that will be sampled and the sampling techniques that will be employed, the sources and tools that were utilized during the process of data collecting, the processes for data collection, the methods for data analysis, the evaluations of reliability and validity, and the ethical concerns that were presented. Because there is currently no secondary data on private hospitals in Ethiopia that is available, the current study relies mostly on primary data that was acquired through the use of structured questionnaires and interviews. This is because there is no secondary data available.

The design of the study has as its primary objective the collection of data that is exhaustive, accurate, and reliable, all while conforming to the standards of ethical conduct. Through the utilization of a mixed-methods design, which incorporates both qualitative and quantitative research approaches, it is possible to achieve the goal of developing a balanced perspective on the ways in which factors such as reward, length of working hours, job level, job autonomy, and leadership behavior influence employee commitment.

3.1 Research Approach

The approach that is being utilized for this research study is known as a mixed-methods technique. The purpose of this design is to provide a more in-depth understanding of the elements that impact employee commitment, and it does so by incorporating both qualitative and quantitative research methodologies.

The quantitative approach is a method that involves the collection of quantitative data through the use of structured questionnaires. Following the collection of quantitative data, the interpretation of that data is carried out through the utilization of statistical techniques such as regression and correlation analysis. A valuable tool for determining the strength of the relationship between the independent factors (reward and work appreciation, length of working hours, job autonomy, job level, and leadership behavior) and the dependent variable (organizational commitment of employees) is the quantitative approach. This approach is beneficial because it allows for the measurement of the strength of the relationship.

Utilizing semi-structured interviews, the qualitative approach makes it possible to gather in-depth insights into the experiences and attitudes of employees. This is accomplished through the use of the qualitative approach. It makes it possible to conduct a more in-depth investigation into the opinions of workers regarding the elements that influence their commitment, and it identifies nuances that may not be communicated by quantitative data on its own.

The combination of the two methods ensures that the research not only finds patterns that can be measured, but also provides insight into the many contexts in which they occur.

3.2 Research Design

For the purpose of determining the nature of the relationship that exists between organizational commitment and other factors, the research employs a descriptive and explanatory methodology.

Descriptive research design: This type of research design, known as descriptive research, makes it possible to provide a detailed description of the patterns and characteristics of employee commitment in private hospital settings. The ability to conduct in-depth analyses of employees' perceptions of rewards, leadership behavior, and other elements that influence organizational commitment among employees working in private hospitals is something that this tool makes possible.

Explanatory research design: This research design aims to identify cause-and-effect linkages between the independent variables (reward and appreciation, length of working hours, job level, job autonomy, and leadership behavior) and dedication to the organization. Through the application of statistical analysis, the purpose of this study is to provide an explanation as to why and how the observed factors influence employee engagement and retention.

Through the utilization of both descriptive and explanatory research approaches, it is possible to conduct a systematic study that provides ample room for investigating the components that are at the root of organizational commitment.

3.3 Population and Sampling Techniques

3.3.1 Target Population

The population of this study consists of all the employees who work in Korea Hospital, a private hospital in Addis Ababa, Ethiopia. At present, the hospital employs a total of 720 personnel, spread over different departments that are involved in the provision of healthcare services. To be precise, the hospital's employee strength consists of 378 medical personnel, 190 administrative

personnel, and 152 support personnel. These employees are classified further as follows:

- a) Medical staff** – physicians, registered nurses, laboratory technicians, and pharmacy specialists;
- b) Administrative staff** – such as human resource, finance, and hospital administration specialists; and
- c) Support staff** – such as cleaning personnel, nutrition personnel, and maintenance personnel.

Even though the present study is confined to Korea Hospital, the organizational structure and work environment it portrays are common to most other private health centers in Ethiopia. Hence, the knowledge gained through this study can be helpful in generalizing the findings to a wider setting in the private health sector of the country.

3.3.2 Sampling Technique

In order to ensure the representativeness of the sample and to get diversified views from all employee categories, this study employs a stratified random sampling technique. It divides the total workforce into different workforce strata based on their work categories medical, administrative, and support staff and then randomly samples each category proportionally. This method ensures engagement of staff from different levels of functions and departments within the hospital in the study, to enable proper evaluation of probable variations in commitment in terms of varying roles and responsibilities.

3.3.3 Sample Size

To maintain statistical reliability and representativeness among various employee categories, the sample size of 257 respondents was chosen from the total 720 employees at Korea Hospital. The sample was drawn based on the stratified random sampling technique, in which the population was stratified into three distinct strata: medical staff (378), administrative staff (190), and support staff (152). Subsequently, each group was represented in the sample in proportion to its relative size in the total population. This enabled the inclusion of 134 medical personnel, 69 administrative personnel, and 54 support staff, thereby ensuring that the data gathered truly represents the diversity of experience and perception of organizational commitment among the hospital personnel.

This approach enhances the validity of findings by taking into account variations in commitment that can exist among various occupational groups.

Table 1 shows the number of personnel in each department

Departments	Number of personnel in each department
Medical staff	378
Administrative staff	190
Support staff	152
Total	720

Sample Size Calculation:

To determine an appropriate and manageable sample size for this study, the Yamane (1967) formula was employed. This model offers a simplified method to calculate sample size when the total population is known, ensuring that the selected sample is statistically representative while remaining practical for data collection.

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

Where:

n = required sample size

N = population size = 720

e = margin of error (5% or 0.05)

$$n = \frac{720}{1 + 720(0.05^2)}$$

$$n = \frac{720}{1 + 1.8}$$

$$n = \frac{720}{2.8}$$

$$n \approx 257$$

Thus, the sample size is 257 respondents. Using proportionate stratified sampling, the sample size is distributed proportionally across Korea hospital based on their population size:

Step 1: Calculate the proportion of each group in the population

Medical Staff:

$$\frac{378}{720} = 0.525$$

Administrative Staff:

$$\frac{190}{720} = 0.264$$

Support Staff:

$$\frac{152}{720} = 0.211$$

Step 2: Apply proportions to the sample size of 257

Medical staff: $257 \times 0.525 \approx 134$

Administrative staff: $257 \times 0.264 \approx 69$

Support staff : $257 \times 0.211 \approx 54$

Table 2 shows the final stratified sample breakdown (Rounded)

Stratum	Population	Proportion	Sample Size
Medical Staff	378	52.5%	134
Administrative Staff	190	26.4%	69
Support Staff	152	21.1%	54
Total	720	100%	257

3.4 Sources and Instruments of Data Collection

This research solely relies on primary data as secondary data concerning private hospitals in Ethiopia are scarce. The tools of data collection applied in this research are structured questionnaires and semi-structured interviews that can allow an in-depth examination of the variables affecting organizational commitment.

3.4.1 Primary Data Collection

Data collection involves two key instruments:

A) Structured Questionnaires

This tool was constructed to gather quantitative data related to variables such as reward and appreciation, length of working hours, job level, job autonomy, leadership behavior, and organizational commitment. It employs a five-point Likert scale, which allows respondents to indicate their level of agreement with a series of statements. And it was published in both electronic (google forms) and print media, thus ensuring access to all personnel.

B) Semi-Structured Interviews

- a) Conducted with hospital managers, departmental heads, and chosen staff members to gain qualitative data about organizational commitment.
- b) Concerned with employees' views of leadership behavior, job autonomy, work environment, and opportunities for career advancement.

3.5 Data Collection Procedures

Data collection was conducted in the following steps to ensure efficiency, accuracy, and strict compliance with ethical standards.

Authorization and Ethical Approval

- a. Permission was duly obtained from the hospital administration before conducting the study.
- b. Ethical clearance was requested in order to adhere to research protocols and ethical standards.

Selection of Participants: Workers were randomly chosen based on their job categories to ensure proper representation across different jobs in the hospitals.

Questionnaire Distribution and Response Collection:

- 1) Electronic questionnaires were distributed.
- 2) The staff were given two weeks to complete and return the questionnaires.

Conducting Interviews: Interviews were conducted with the administrators of the hospital as well as specific personnel, and the responses provided were recorded and then given to qualitative analysis.

Maintaining Anonymity and Confidentiality: The participants were assured that their identities would not be revealed, that their comments would be used exclusively for academic purposes, and that the data would be stored in a safe manner to prevent unauthorized access.

3.6 Data Analysis Methods

In order to provide a full interpretation of the aspects that contribute to organizational commitment, the data that was collected was evaluated using both quantitative and qualitative analytical methods.

3.6.1 Quantitative Data Analysis

Descriptive Statistics: In order to provide a concise summary of response patterns, the mean,

standard deviation, and frequency distributions should be computed.

Inferential Statistics

A correlation analysis was carried out in order to investigate the strength of links between independent variables and organizational commitment, as well as the direction in which these relationships point.

A regression analysis was carried out in order to ascertain the influence that each independent variable had on the level of commitment shown by employees.

Statistical Software Used: SPSS (Statistical Package for the Social Sciences) was employed for data entry, cleaning, and analysis.

3.6.2 Qualitative Data Analysis

The qualitative analysis in this study gave us useful information about how staff at Korea Hospital felt about the things that affected their commitment. The study got deeper insights into how people feel about their jobs by using open-ended interview questions that can't be entirely explained by numbers alone. Participants shared their perspectives on pay, leadership, freedom, and work level. This gave context to the numbers and helped explain why some aspects had a bigger effect. This qualitative input added to the overall understanding of the data by making sure that employee feelings were taken into account when trying to determine organizational commitment.

3.7 Model Specification

In order to examine the relationship between the independent variables and the dependent variable organizational commitment a multiple linear regression model is suggested. The model should identify how each factor separately and collectively influences employee commitment in Korea Hospital in Addis Ababa.

The provided regression model is represented as:

$$y_1 = \alpha_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + e$$

Where:

y_1 = Organizational Commitment (Dependent Variable)

α_0 = Intercept (constant term)

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = Coefficients of the independent variables

x_1 = Reward and Work Appreciation

x_2 = Length of Working Hours

x_3 = Job Level

x_5 = Job Autonomy

X_5 = Leadership Behavior

e = Error term (residual) representing unexplained variance

This model will be estimated with the use of SPSS software, and the coefficients obtained will be interpreted for the strength, direction, and significance of the relationship between each independent variable and organizational commitment. The model gives an insight into the variables that exert the greatest influences on employees' commitment in the setting of a private healthcare organization.

3.8 Reliability and Validity

The validity and reliability of the research instruments and results are guaranteed to provide credence to this study. For this research, the two terms are explored in the following way with great diligence.

3.8.1 Reliability

Reliability is the extent to which measurement instruments are consistent and stable over a given time frame. To measure the internal consistency of the questionnaire items, Cronbach's Alpha coefficient will be computed using SPSS software. A Cronbach's Alpha score of 0.70 and above will be considered acceptable, indicating that items related to a variable consistently measure the same thing.

Table 3 shows the Cronbach's alpha values for the overall questionnaire

Variables	Number of items	Cronbach alpha (reliability coefficient)
Reward and Appreciation	5	0.90
Length of Working Hours	5	0.80

Job Level	5	0.92
Job Autonomy	5	0.92
Leadership Behavior	5	0.83
Employee Commitment	5	0.88
Overall	30	0.97

Source: Authors computation based on respondents using SPSS 25 (2025)

Based on the Cronbach’s alpha value (0.97) for the overall questionnaire, it is evident that the reliability of the data is high.

3.8.2 Validity

Validity refers to how accurately a research tool measures what it is intended to measure. In this study, it means ensuring that the questionnaire genuinely reflects the factors that influence employee organizational commitment such as reward and appreciation, length of working hours, job level, job autonomy, and leadership behavior.

To achieve this, the questions were carefully designed based on established theories and previous research in the field. Experts in organizational behavior and human resource management reviewed the questionnaire to confirm that the items are clear, relevant, and appropriate for the context of private hospitals in Ethiopia.

3.9 Ethical Considerations

This study followed strict ethical guidelines to protect the rights of the participants and ensure the integrity of the research process.

Informed Consent: The participants were informed about the aims of the study and voluntarily provided written consent before participating.

Anonymity and Confidentiality: The responses were all anonymous, and the identities of the participants were not revealed in the study.

Right to Withdraw: The employees were provided with the liberty to withdraw from the study at any point without any penalty.

Data Protection: Data gathered was stored securely and used solely for research purposes.

Chapter 4: Result, Analysis and Discussion

4.1 Introduction

The results of the study are presented in this chapter. The conclusions are based on the information that was gathered from the personnel of Korea Hospital through the use of questionnaires and interviews. The purpose of this analysis is to investigate the connection between organizational commitment and the factors that have been identified, which are as follows: reward and appreciation, length of working hours, job level, job autonomy, and leadership behavior. In order to support and interpret the results, qualitative insights gleaned from interviews are utilized, while quantitative data are analyzed with the help of statistical methods. Additionally, the chapter delves into the implications of the findings in respect to the current body of literature as well as the objectives of the examination.

4.2 Non-Response bias and Response Rate respondents

In this study, a total of 257 questionnaires were sent out to employees of Korea Hospital. Out of those, 230 were successfully filled out and returned, which resulted in an impressive response rate of 90%. Because of the high participation rate, the risk of non-response bias is greatly reduced. This is because the opinions that were collected are likely to be representative of the larger employee population that is present within the hospital. In addition, a qualitative interview was carried out in order to enhance the quantitative data and acquire a more in-depth understanding of the experiences shared by the employees. The incorporation of both quantitative and qualitative responses contributes to the enhancement of the validity and comprehensiveness of the findings by delivering a more comprehensive visual representation of employee commitment and the factors that influence it.

4.3 Individual Demographic data

The research was carried out with the participation of 230 staff from Korea Hospital in total. Among the persons who participated in the survey, the majority of them were between the ages of 26 and 35 (131 individuals, or 57.0%), followed by those who were between the ages of 18 and 25 (67 individuals, or 29.1%). Those who were between the ages of 36 and 45 (22 individuals, or 9.6%), while those who were 46 and older (10 individuals, or 4.3%). In terms of

gender, those who were male made up 54.3% (125 individuals), while those who were female made up 45.7% (105 individuals). When it came to the respondents' educational backgrounds, the highest proportion of them held a Bachelor's degree (165 individuals, or 71.7%), followed by those who earned a Master's degree or above (47 individuals, or 20.4%). Among those who held a high school diploma, a lower percentage (12 individuals, 5.2%) or a diploma (6 individuals, 2.6%) were identified. Forty percent of the respondents, or 94 people, had between one and three years of job experience, while twenty-nine percent, or 68 people, had less than one year of experience. Twenty-four percent of the individuals, or forty people, had more than six years of experience, while twelve percent, or twenty-eight people, had between four and six years of service. Regarding the individuals' current employment, the majority of them were members of the medical staff (188 persons, or 81.7%), followed by members of the administrative staff (32 individuals, or 13.9%), and then members of the support staff (10 individuals, or 4.3%).

Table 4 shows the demographic statistics of respondents

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 25	67	29.1	29.1	29.1
	26 - 35	131	57.0	57.0	86.1
	36 - 45	22	9.6	9.6	95.7
	46 and above	10	4.3	4.3	100.0
	Total	230	100.0	100.0	
Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	125	54.3	54.3	54.3
	Female	105	45.7	45.7	100.0
	Total	230	100.0	100.0	
Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school diploma	12	5.2	5.2	5.2

	Diploma	6	2.6	2.6	7.8
	Bachelor's degree	165	71.7	71.7	79.6
	Master's degree or higher	47	20.4	20.4	100.0
	Total	230	100.0	100.0	
Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	68	29.6	29.6	29.6
	1 -3 years	94	40.9	40.9	70.4
	4 - 6 years	28	12.2	12.2	82.6
	More than 6 years	40	17.4	17.4	100.0
	Total	230	100.0	100.0	
Current job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Medical Staff	188	81.7	81.7	81.7
	Administrative Staff	32	13.9	13.9	95.7
	Support Staff	10	4.3	4.3	100.0
	Total	230	100.0	100.0	

Source: Authors computation based on respondents using SPSS 25 (2025)

4.4 Descriptive Statistics of Variables

4.4.1 Reward and Appreciation

The descriptive data for the Reward and Appreciation dimension reveal that employees at Korea Hospital have a generally good impression of the organization. As indicated by the mean score of 3.98, it appears that the majority of respondents are in agreement that the hospital has established mechanisms to recognize employee efforts and provide incentives to employees. A moderate level of consistency in the replies is reflected by the standard deviation value of 0.82, which indicates that the majority of employees have views that are comparable with regard to this dimension. In general, the findings suggest that the practices of reward and appreciation are seen favorably; yet, there is still significant diversity in reactions.

Table 5 shows the descriptive statistics of reward and appreciation

Descriptive Statistics			
	N	Mean	Std. Deviation
My organization provides competitive salaries and financial incentives.	230	3.8565	.94906
I receive regular recognition for my contributions and performance.	230	3.5000	.86033
The hospital provides benefits such as health insurance, bonuses, or paid leave.	230	4.1261	.75733
I feel that my hard work and efforts are appreciated by my supervisors.	230	4.4043	.89977
Lack of financial and non-financial rewards affects my commitment to the hospital.	230	4.0174	.64723
Mean	230	3.9808	.8227
Valid N (list wise)	230		

Source: Authors computation based on respondents using SPSS 25 (2025)

4.4.2 Length of Working Hours

There is a high level of consensus among respondents about the fact that the length of their working hours has a substantial impact on their level of commitment to their organization, as indicated by the descriptive statistics for the long working hours' factor. According to the research, the majority of employees believe that having appropriate and flexible working hours is essential for preserving their motivation, contentment, and long-term commitment to the hospital. This is indicated by the overall mean score of 4.47. There is a relatively consistent answer pattern among the participants, as indicated by the standard deviation value of 0.71. This provides evidence that the participants have a similar sense of the significance of manageable working hours in determining their level of commitment to the organization.

Table 6 shows the descriptive statistics of length of working hours

Descriptive Statistics			
	N	Mean	Std. Deviation
My current working hours allow me to maintain a healthy work-life balance.	230	4.6913	.91347
I feel more committed to my organization when my working hours are reasonable.	230	4.5826	.56819
Long working hours negatively affect my motivation and job satisfaction.	230	4.5913	.59687
Flexible or reduced working hours would increase my loyalty to the organization.	230	4.6565	.61234
The length of my working hours influences my intention to stay with the hospital long-term.	230	3.8174	.86244
Mean	230	4.4678	0.7106
Valid N (list wise)	230		

Source: Authors computation based on respondents using SPSS 25 (2025)

4.4.3 Job level

The descriptive statistics for the Job Level variable indicate that employees have a generally positive perspective regarding the ways in which their position within the organization influences their commitment to the organization. According to the overall mean score of 4.40, respondents are generally in agreement that the level of their employment, together with the duties and opportunities for progress that come along with it, plays a big influence in determining their level of motivation and their loyalty to their organization. In spite of the fact that the majority of people have good opinions, the standard deviation of 0.80 indicates that there is a modest amount of variety in replies. This suggests that individual experiences may differ slightly depending on the role or department.

Table 7 shows the descriptive statistics of job level

Descriptive Statistics			
	N	Mean	Std. Deviation
My current job level provides me with enough authority to perform my tasks effectively.	230	4.4913	.72233
Employees at higher job levels have greater job commitment compared to lower-level staff.	230	4.5652	.81074
My career progression in the hospital influences my organizational commitment.	230	4.6043	.75633
I feel motivated to stay longer in this hospital because of potential promotions.	230	3.6261	.93417
Higher-ranking employees tend to receive better organizational support.	230	4.7087	.75195
Mean	230	4.3991	0.7951
Valid N (list wise)	230		

Source: Authors computation based on respondents using SPSS 25 (2025)

4.4.4 Job Autonomy

The descriptive statistics for the Job Autonomy component reveal that employees have a typically positive perception. This perspective pertains to the level of independence individuals have in their roles. It is clear from the total mean score of 4.22 that respondents are in agreement that autonomy makes a significant contribution to their commitment to the organization. With a standard deviation of 0.80, the responses demonstrate a moderate level of consistency, which suggests that although the majority of employees believe they have some degree of control over their responsibilities and decision-making, individual experiences with autonomy may vary significantly depending on the function or department in which they are employed.

Table 8 shows the descriptive statistics of job autonomy

Descriptive Statistics			
	N	Mean	Std. Deviation
I have the freedom to make decisions related to my job responsibilities.	230	4.7478	.79126
I am allowed to be creative in finding solutions to work-related challenges.	230	3.9391	.87455
The hospital's policies allow employees to have control over their work schedules.	230	3.9783	.85879
Employees with more autonomy show higher organizational commitment.	230	4.1478	.92744
Lack of autonomy at work negatively impacts my commitment to the hospital.	230	4.2652	.57919
Mean	230	4.2156	0.8062
Valid N (list wise)	230		

Source: Authors computation based on respondents using SPSS 25 (2025)

4.4.5 Leadership Behavior

The descriptive statistics for the Leadership Behavior component reveal that employees have a generally positive view of the influence that their leaders have on their dedication to the organization. With a mean score of 4.26 across the board, the results indicate that the majority of workers are in agreement that leadership that is both supportive and motivating is a factor that adds to their engagement and pleasure in their jobs. Standard deviation of 0.80 indicates a moderate level of response variability, which indicates that although the general attitude is positive, opinions of leadership effectiveness may range slightly amongst teams or roles. This is despite the fact that the overall sentiment is positive.

Table 9 shows the descriptive statistics of leadership behavior

Descriptive Statistics			
	N	Mean	Std. Deviation
My supervisor provides clear guidance and support in my daily tasks.	230	4.6043	.75053
I feel that my leader motivates me to perform my best at work.	230	4.5652	.86292
Leadership style in this hospital directly influences my commitment.	230	4.3043	.66311
Leaders in this hospital ensure that employees are valued and respected.	230	4.2391	.90087
Effective leadership improves employee morale and job satisfaction.	230	3.5696	.82108
Mean	230	4.2565	0.79970
Valid N (list wise)	230		

Source: Authors computation based on respondents using SPSS 25 (2025)

4.4.6 Employee Commitment

The descriptive statistics for the Employee Commitment variable indicate that respondents have a level of commitment that is moderately positive. Employees are generally in agreement with statements that show their dedication and loyalty to the organization, as indicated by the total mean score of 3.82. Due to the fact that the standard deviation is 0.80, it indicates that there is a moderate variance in responses. This highlights the fact that although many employees feel devoted to their jobs, there are different levels of attachment that are influenced by a variety of factors including reward and appreciation, length of working hours, job level, job autonomy, and leadership behavior.

Table 10 shows the descriptive statistics of employee commitment

Descriptive Statistics			
	N	Mean	Std. Deviation
I feel more committed to my organization when my efforts are recognized and rewarded appropriately.	230	4.0043	.84883
I would be more likely to stay with my organization if my working hours were more balanced.	230	3.9174	.71610
My current job level provides me with a sense of stability and motivation to remain in the organization.	230	3.5783	.75949
Having the freedom to make decisions in my role increases my commitment to the organization.	230	4.2913	.64572
The way my leaders treat and guide employees strongly influences my dedication to the organization.	230	3.3304	1.03832
Mean	230	3.8243	0.80169
Valid N (list wise)	230		

Source: Authors computation based on respondents using SPSS 25 (2025)

4.5 Correlation Analysis

The correlation analysis demonstrates that there are substantial and statistically significant positive associations between all of the independent variables and employee commitment (EC), with all of the correlations being significant at the 0.01 level. Each of the following variables demonstrates either extensive or fairly powerful relationships with EC: Reward and Appreciation ($r = 0.709$), Length of Working Hours ($r = 0.769$), Job Level ($r = 0.622$), Job Autonomy ($r = 0.785$), and Leadership Behavior ($r = 0.749$). It may be deduced from this that developments in these aspects are directly associated with increased levels of dedication on the part of employees. When compared to the other factors, Job Autonomy and Length of Working Hours have the highest correlation values, which indicates that they are the most influential predictors.

According to the findings as a whole, it is essential to improve the conditions of the workplace in terms of job autonomy, leadership, fair rewards, job structure, and work-life balance in order to cultivate a stronger commitment among employees.

It is possible to interpret the absolute values of the coefficient (r) in the following manner: the coefficient can vary from -1 (perfect negative correlation) to +1 (perfect positive correlation).

- i. From 0.00 to 0.19: Extremely weak
- ii. (0.20-0.39): Weak
- iii. 0.40-0.59: Moderately high
- iv. 0.60–0.79: Extensiveness
- v. Between 0.80 and 1.00: Really powerful

Table 11 shows correlation of variables

Correlations							
		RWA	LoWH	JbL	JA	LB	EC
RWA	Pearson Correlation	1	.842**	.908**	.896**	.883**	.709**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	230	230	230	230	230	230
LoWH	Pearson Correlation	.842**	1	.873**	.874**	.839**	.769**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	230	230	230	230	230	230
JbL	Pearson Correlation	.908**	.873**	1	.868**	.878**	.622**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	230	230	230	230	230	230
JA	Pearson Correlation	.896**	.874**	.868**	1	.905**	.785**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	230	230	230	230	230	230
LB	Pearson Correlation	.883**	.839**	.878**	.905**	1	.749**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	230	230	230	230	230	230
EC	Pearson Correlation	.709**	.769**	.622**	.785**	.749**	1

	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	230	230	230	230	230	230
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Authors computation based on respondents using SPSS 25 (2025)

4.6 Regression Analysis

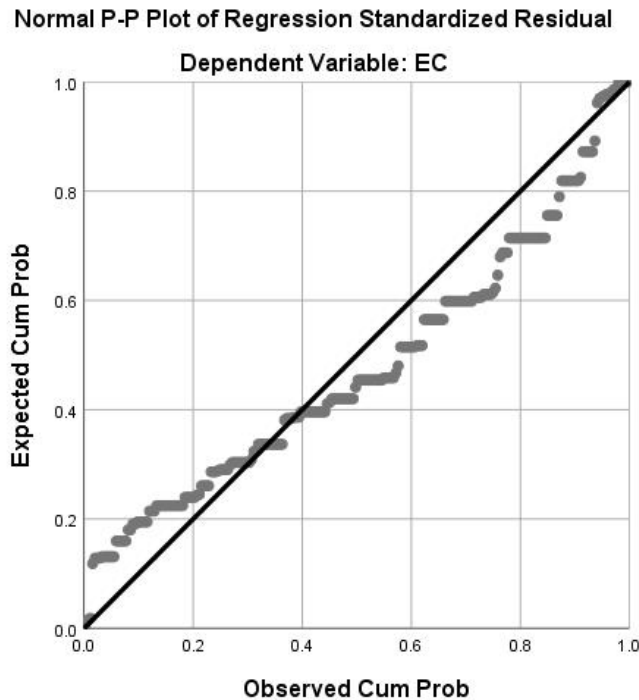
In order to investigate the extent to which the independent variables Reward and Appreciation, Length of Working Hours, Job Level, Job Autonomy, and Leadership Behavior are able to predict the dependent variable, Employee Commitment, the regression analysis was carried out. It was the purpose of this study to evaluate the extent to which these factors have an impact on the level of employee commitment displayed by personnel at Korea Hospital. Through the utilization of SPSS and the application of multiple linear regression, the magnitude and direction of the contribution made by each variable were assessed. Additionally, the findings contribute to the identification of the elements that are most essential in predicting commitment. These findings provide valuable insights that may be utilized by hospital management in the formulation of effective strategies for staff retention and engagement.

4.6.1 Linearity Test

The P-P (probability-probability) plots was used to check the linearity assumption of the regression model used in this study. The study looks at how factors like Reward and Appreciation, Length of Working Hours, Job Level, Job Autonomy, and Leadership Behavior affect Employee Commitment. These graphs provide a comparison between the observed cumulative probabilities of the standardized residuals and the expected probability, which is what you would expect to see in a normal distribution. The P-P plot shows that the data points are almost all on the diagonal reference line. This means that the residuals are spread out in a way that is close to normal. This pattern supports the idea that the independent variables and the dependent variable have linear relationships. The notion that the linearity condition has not been broken is corroborated by the fact that there are only small differences from the reference line. This proves that the linear regression model used in the study was good enough. Because of this,

the findings of the regression analysis are thought to be statistically sound, and the derived coefficients can be trusted for the purpose of interpretation.

Figure 2 shows the linearity test graph



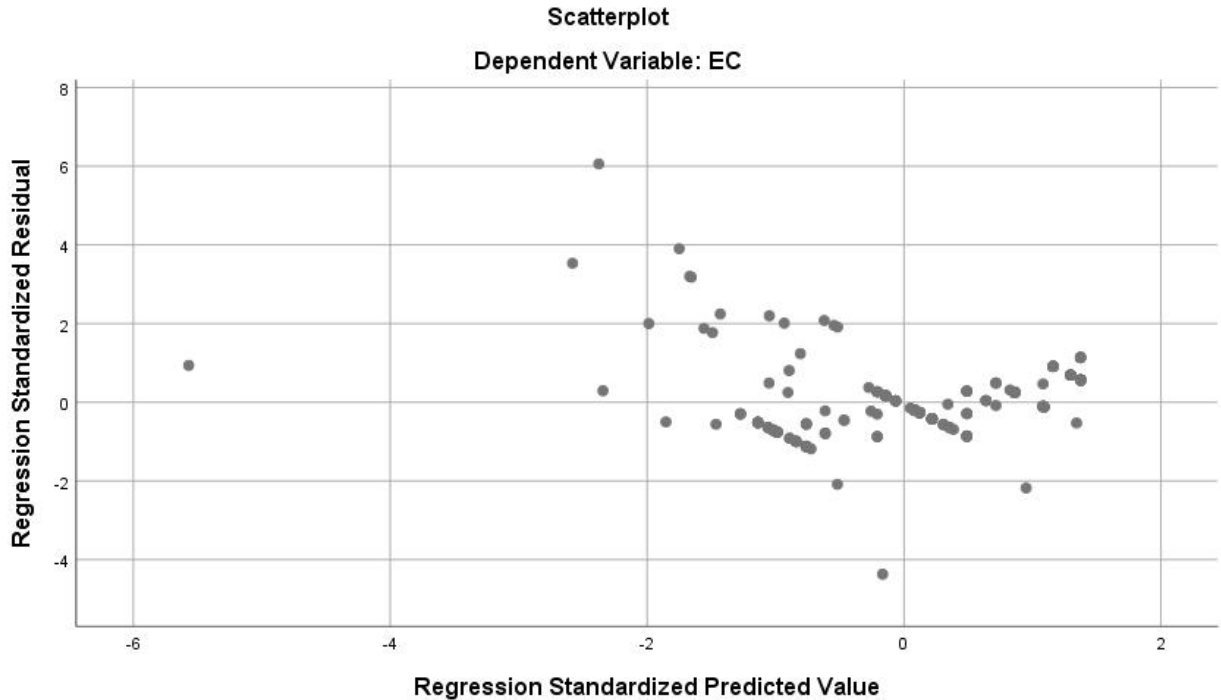
Source: Authors computation based on respondents using SPSS 25 (2025)

4.6.2 Homoscedasticity Test

In this study, which investigates the impacts of Reward and Appreciation, Length of Working Hours, Job Level, Job Autonomy, and Leadership Behavior on Employee Commitment, a scatterplot of standardized residuals versus anticipated values was analyzed. This was done so that the assumption of homoscedasticity could be visually evaluated. The figure showed that the residuals were distributed in a random and even manner along the horizontal axis (zero line), and there was no obvious funnel shape or systematic pattern to suggest otherwise. It can be deduced from this that the variance of the residuals does not change across any of the projected levels of employee commitment, which satisfies the condition of homoscedasticity. The absence of heteroscedasticity strengthens the reliability of the regression coefficients and the validity of statistical conclusions. This ensures that the error terms do not have a disproportionate impact on any of the subgroups that are included in the sample. The robustness and believability of the regression analysis are further strengthened when this is taken into consideration alongside the

normality of residuals, which is validated using the P-P plot. Both of these factors are necessary for making reasonable findings in this research.

Figure 3 shows the homoscedasticity test graph



Source: Authors computation based on respondents using SPSS 25 (2025)

4.6.3 Serial Correlation Test

The Durbin-Watson statistic was utilized to see if the residuals were independent of each other. This let us look at the serial correlation that was present in the regression model's residuals. The Durbin-Watson value for this study was found to be 1.4, which is just within the permissible range of 1.5 to 2.5. This result shows that there is a small positive autocorrelation in the residuals, which means that the values of these residuals that are near to each other may depend on each other in a small way. On the other hand, the cross-sectional form of the data, which often includes one-time reactions instead of time-series measurements, suggests that this small autocorrelation is not likely to have a big effect. Even though the small difference from the optimal range needs to be carefully looked at, this difference does not seriously affect the validity of the regression results. You can still check the standard errors and p-values for hypothesis testing with a decent amount of confidence, and the model as a whole still works as it should.

Table 12 shows the serial correlation

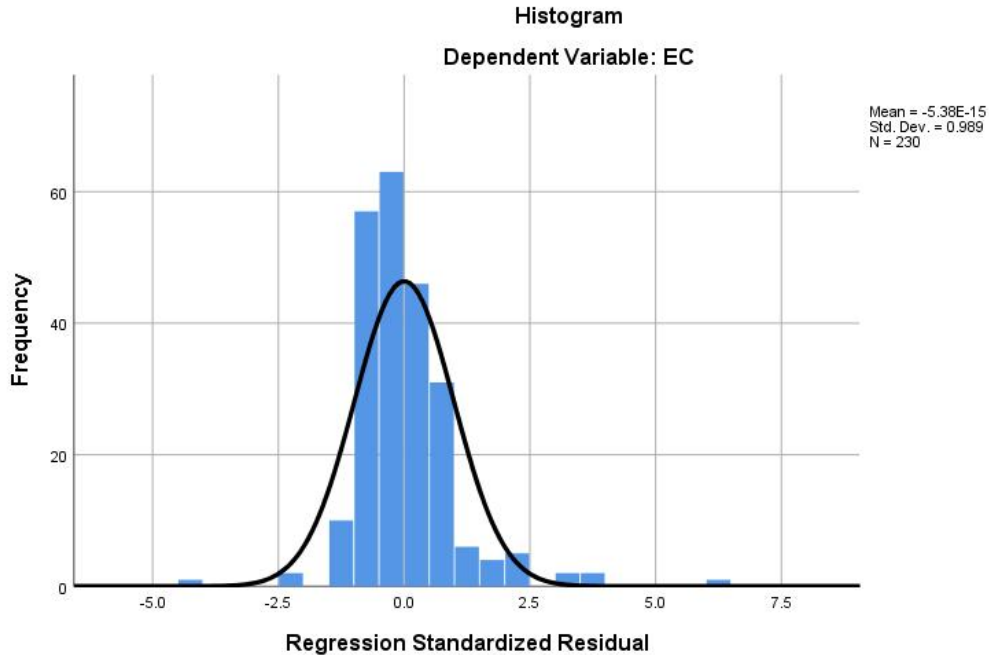
Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.853 ^a	.728	.722	.35008	1.4
a. Predictors: (Constant), LB, LoWH, RWA, JbL, JA					
b. Dependent Variable: EC					

Source: Authors computation based on respondents using SPSS 25 (2025)

4.6.4 Normality Test

The assumption of normality is an important aspect of regression analysis since it makes sure that the residuals, or errors, are spread out normally. This, in turn, helps to make sure that hypothesis testing is correct and that p-values and confidence ranges are trustworthy. This study used a histogram to find out if the residuals were normal or not. The figure showed a bell-shaped curve, with the residuals forming a symmetrical cluster around the mean value of zero. This visual evidence substantiates the notion that the distribution of residuals is consistent with the normality assumption. As a result, the suitability of the regression model is validated, and the credibility of the statistical inferences generated from the analysis is strengthened.

Figure 4 shows the normality test graph



Source: Authors computation based on respondents using SPSS 25 (2025)

4.7 Multicollinearity Test

Variance Inflation Factor (VIF) and Tolerance values were analyzed in this study in order to determine whether or not the independent variables in this investigation exhibited multicollinearity. The VIF values varied from 5.461 to 8.491, and the Tolerance values that corresponded to those values ranged from 0.118 to 0.183. Although there are some VIF values that are somewhat higher than the usually quoted threshold of 5, they continue to be lower than the crucial value of 10, which is generally believed to be an indication of substantial multicollinearity at this point. To a similar extent, all of the tolerance values are greater than 0.1, which indicates that the multicollinearity is not severe enough to cause the regression model to be distorted. In light of this, the level of multicollinearity that was seen in this analysis is considered to be acceptable, and it does not provide a serious danger to the validity or interpretability of the regression coefficients.

Table 13 shows the multicollinearity of variables

Collinearity Statistics	
Tolerance	VIF
.124	8.051
.183	5.461

.126	7.931
.118	8.491
.142	7.056

4.8 Multiple Regression

There was a significant positive association between the independent factors (reward and appreciation, length of working hours, job level, job autonomy, and leadership behavior) and the dependent variable (employee commitment), as demonstrated by the findings of the multiple regression model. The relationship between the predictors and the outcome variable was found to have a very strong correlation, as indicated by the R value of 0.85. A result of 0.73 for the coefficient of determination (R^2) demonstrates that the model had a significant capacity for explanation. This indicates that the five independent variables that are incorporated into the model are capable of explaining 73% of the variance in employee commitment. The remaining 27% of the variance is most likely attributable to other factors that cannot be assessed, such as the culture of the organization, the interpersonal interactions, or the personal career aspirations of the individual.

Table 14 shows the model summary of the study

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.853 ^a	.728	.722	.35008	1.4
a. Predictors: (Constant), LB, LoWH, RWA, JbL, JA					
b. Dependent Variable: EC					

Source: Authors computation based on respondents using SPSS 25 (2025)

With a significance level (p-value) of 0.000, the analysis of variance (ANOVA) test result for the regression model reveals a degree of significance that is significantly lower than the customary threshold of 0.05. This suggests that the total regression model is statistically significant from a statistical point of view. To put it another way, the combination of the independent variables reward and appreciation, length of working hours, job level, job autonomy, and leadership behavior is a strong predictor of employee commitment. Consequently, this substantiates the fact that the model offers a significant explanation for the fluctuations in the dependent variable.

Table 15 shows the ANOVA test result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.371	5	14.674	119.736	.000 ^b
	Residual	27.452	224	.123		
	Total	100.824	229			
a. Dependent Variable: EC						
b. Predictors: (Constant), LB, LoWH, RWA, JbL, JA						

Source: Authors computation based on respondents using SPSS 25 (2025)

All five independent variables Reward and Appreciation (RWA), Length of Working Hours (LoWH), Job Level (JbL), Job Autonomy (JA), and Leadership Behavior (LB) were found to be statistically significant predictors of employee commitment, according to the findings of the regression analysis. Every single variable had a p-value that was lower than 0.05, with values of 0.019, 0.000, 0.000, 0.000 and 0.000, representing the respective values. It can be deduced from this that each of the five variables makes a significant contribution to the explanation of changes in employee commitment at Korea Hospital, hence verifying the significance of these variables in the regression model.

Table 16 shows the beta and p-values of each variable

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.421	.202		-2.082	.039		
	RWA	.221	.094	.233	2.354	.019	.124	8.051
	LoWH	.728	.099	.599	7.347	.000	.183	5.461
	JbL	-.747	.094	-.777	-7.917	.000	.126	7.931

	JA	.418	.106	.402	3.956	.000	.118	8.491
	LB	.385	.099	.360	3.889	.000	.142	7.056
a. Dependent Variable: EC								

Source: Authors computation based on respondents using SPSS 25 (2025)

4.9 Results and Discussions of Multiple Regression Models

This section gives the findings and interpretations of the multiple regression analysis that was carried out in order to investigate the impact that the independent factors, namely Reward and Work Appreciation, Length of Working Hours, Job Level, Job Autonomy, and Leadership Behavior, had on the dependent variable, which was Employee’s Organizational Commitment. The statistical significance of the regression model was determined to be extremely high ($p < 0.001$), and it was observed that all five predictors exhibited a substantial impact on employee commitment, as demonstrated by the p-values of each individual predictor. Standardized beta coefficients provide insight into the strength of the links between the independent factors and the dependent variables, as well as the direction, of those relationships.

4.9.1 The Impact of Reward and Work Appreciation on Employee Commitment

An effect that is both positive and statistically significant is indicated by the fact that the standardized beta coefficient for Reward and Appreciation is 0.233, and the p-value for this coefficient is 0.019. According to this, the level of commitment that employees have to their organization increases when they are made to feel appreciated and when they are given fair financial and non-financial benefits. Not only can recognition and competitive reward serve as powerful motivators, but they also enhance loyalty and organizational identification.

The person who was interviewed emphasized that receiving rewards and recognition is the most powerful factor in determining commitment. When employees are paid well, have perks, and are respected, they experience a sense of value. It was concluded that the most detrimental to both morale and loyalty was the absence of recognition.

4.9.2 The Impact of Length of Working Hours on Employee Commitment

Taking into account the length of working hours, the beta coefficient was found to be 0.599, and the p-value was found to be 0.000, indicating that there is a strong and highly significant positive

link between the two variables. According to the findings of this study, a major contribution to higher levels of commitment is made by working hours that are either balanced or flexible. They are more likely to be content with their jobs and loyal to the company if they are able to strike a healthy balance between their personal and professional lives.

In qualitative analysis, this was not viewed as a top priority unless extreme. The respondent noted that employees generally accept full-time schedules, though flexible hours could improve satisfaction and reduce stress.

4.9.3 The Impact of Job Level on Employee Commitment

A negative beta coefficient of -0.777 was found for Job Level, which is statistically significant; the p-value for this finding is 0.000. Due to the fact that this association is negative, it is possible that people in lower-level positions feel less dedicated to their jobs in comparison to those in higher-ranking positions. It is possible that this is a reflection of differences in recognition, decision-making authority, or perceived organizational worth; therefore, it is necessary to implement HR policies that are more inclusive in order to increase commitment among all job levels. Unless it was at an excessive level, this was not considered a key priority.

The individual who provided the response mentioned that employees often accept full-time schedules, despite the fact that flexible hours could boost satisfaction and reduce stress.

4.9.4 The Impact of Job Autonomy on Employee Commitment

Job Autonomy has a beta coefficient of 0.402 and a p-value of 0.000, which indicates that it has a substantial positive effect on employee commitment. The results of the regression demonstrate that this value is significant. It can be deduced from this that when employees are provided with the autonomy to make decisions and autonomously manage their work, their emotional and professional connection to the organization is strengthened.

There was a strong appreciation for autonomy from the interviewee because it enables independence and prevents micromanagement. It was seen as a motivator that assists employees in feeling trustworthy and accountable in their duties when they are working.

4.9.5 The Impact of Leadership Behavior on Employee Commitment

In addition, it was discovered that Leadership Behavior was a significant predictor, with a beta coefficient of 0.360 and a p-value of 0.000 representing its significance. It may be deduced from this that leadership styles that are supportive and transformational have a significant part in the process of increasing employee commitment. Through effective communication, the empowerment of their teams, and leading by example, leaders are able to cultivate an atmosphere in which people feel appreciated and involved in their work.

The interview expressed a range of opinions regarding leadership behavior. However, they also pointed out that some of the leaders at the hospital were viewed as being authoritarian or forceful. This was despite the fact that they accepted that leaders who were polite and motivating may increase commitment. It has been observed that this unfavorable style of leadership undermines the motivation of the workforce. The manner in which leaders conduct themselves was not identified as the most important aspect in terms of motivating or retaining employees; however, it was regarded as a vital component in determining the emotional climate of the workplace and the extent to which workers feel appreciated and respected.

Chapter 5: Summary, Conclusion and Recommendations

5.1 Summary of the key findings

Korea Hospital is a private healthcare facility located in Addis Ababa, Ethiopia. The purpose of this research was to investigate the primary elements that influence staff commitment at Korea Hospital. There were five independent variables that were the subject of the study. These variables were: job level, job autonomy, leadership behavior, length of working hours, and reward and work appreciation. Quantitative data collected from 230 respondents demonstrated that all five variables have a significant impact on employee commitment. The regression model demonstrated a high R-value of 0.85 and an R² of 0.73, indicating that the model is very accurate. It may be deduced from this that the criteria that were chosen account for 73% of the variation in employee commitment.

Among the variables under consideration, the variable that had the most significant positive impact was the Length of Working Hours ($\beta = 0.599$, $p = 0.000$). This was followed by Job Autonomy ($\beta = 0.402$, $p = 0.000$) and Leadership Behavior ($\beta = 0.360$, $p = 0.000$). In addition, it was shown that Reward and Appreciation had a favorable impact ($\beta = 0.233$, $p = 0.019$). On the other hand, Job Level demonstrated a significant negative effect ($\beta = -0.777$, $p = 0.000$), which strongly suggests that some levels of employees are experiencing dissatisfaction or lack of motivation. These findings were corroborated by descriptive statistics, which showed that the highest mean scores were obtained for Length of Working Hours ($M = 4.47$) and Job Autonomy ($M = 4.22$), indicating that these are significant features of the current work environment.

In addition, qualitative material gleaned from interviews provided additional support for the quantitative findings. Employees who were interviewed ranked the importance of rewards and appreciation as the most significant component in terms of enhancing staff retention and motivation. It is interesting to note that job level, which was found to have a negative relationship in the regression model, was specifically mentioned in interviews as a potential motivation if it were linked with career advancement. It was also discovered through the

interviews that employees place a high importance on autonomy and a leadership style that is supportive, but they are deterred by autocratic leadership behavior.

5.2 Conclusion

Reward and Work Appreciation, Length of Working Hours, Job Level, Job Autonomy, and Leadership Behavior were the five independent variables that were explored in this study. The purpose of this study was to investigate the elements that influence employee commitment at Korea Hospital in Addis Ababa. It was proven by the findings of both quantitative and qualitative assessments that each of these characteristics had a considerable impact on employee commitment, albeit to various degrees of influence.

Statistically speaking, the regression model had a high level of explanatory power, as seen by an R-value of 0.85 and an R² of 0.73. This indicates that the factors that were chosen collectively explain for 73% of the variance in employee commitment. It was found that the length of working hours was the most significant positive predictor among them, which indicates that employees place a high importance on having a work-life balance and flexible scheduling options. Job Autonomy and Leadership Behavior also showed large positive impacts, which suggests that employees are more dedicated to their jobs when they are trusted to make decisions and when they are supported by leadership that is both competent and polite. The interviews frequently emphasized the importance of reward and appreciation as a vital element for motivation and retention, despite the fact that it had a little lower statistical strength.

On the other hand, it was discovered that the level of one's job had a considerable and detrimental impact on engagement. It appears from this that a higher position in the organizational hierarchy does not necessarily result in a stronger sense of loyalty to the organization. In point of fact, individuals with lower ranks may experience feelings of being disregarded or unsupported, and even those with higher positions may get disengaged if advancements do not line with professional development or salary. The fact that even senior professionals in Ethiopia's healthcare industry, such as doctors, have publicly sought improved remuneration and working conditions is a clear indication that status alone is not sufficient to guarantee dedication. This is reflected in broader developments in the sector.

Further emphasis was placed on the significance of rewards and recognition through the use of qualitative data. These respondents consistently identified this aspect as the most powerful incentive, regardless of the position they held in the survey. Additionally, they noted that although employment level might not have an effect on decisions regarding daily commitments, it does play a role in decisions regarding long-term commitments, particularly when it is connected to career advancement.

5.3 Recommendations

In light of the findings, Korea Hospital and other private healthcare institutions operating in a similar manner should improve their reward and recognition systems in order to guarantee that both financial and non-financial incentives are administered in a timely and equitable manner. A greater work-life balance can be fostered by the implementation of flexible working hours, particularly in light of the fact that extended working hours were discovered to be a major predictor of commitment. Putting into practice leadership training programs that encourage transformational and participatory leadership styles is something that should be done. In addition, encouragement of job autonomy and the establishment of distinct professional advancement tracks will boost motivation and long-term retention outcomes. The findings of this study should be utilised by hospital administrators and policymakers in order to establish targeted interventions that directly address the causes of poor staff commitment in private hospitals. Some examples of such initiatives include improved reward systems, leadership development, and flexible working hours. Furthermore, because this study addresses a significant gap in the existing body of research by concentrating on Ethiopia's private healthcare sector, it is suggested that future policy and strategy formulations be informed by these insights in order to enhance the retention of staff, the quality of care provided to patients, and the overall performance of private hospitals.

In spite of the fact that it draws significant results, this study is restricted in that it only focusses on a particular hospital and has a relatively small number of qualitative participants. This limits the extent to which the findings may be generalized to other hospitals or specific industries. To

be more specific, the qualitative insights, despite the fact that they are helpful, are not sufficient in magnitude to fully support the quantitative results. Additionally, the unexpectedly negative influence of Job Level on commitment shows a complex relationship that may require additional nuanced variables to be studied in future study. Some examples of such variables are perceived justice, role clarity, and task distribution.

5.4 Research Direction

In further research, it is recommended that the geographical and institutional scope be expanded by incorporating a number of private hospitals located in a variety of cities throughout Ethiopia. It is also possible that sector-specific patterns in employee commitment could be revealed through comparative study between public and private health service institutions. The incorporation of additional factors that have an impact, such as job security, emotional intelligence, and organizational culture, would result in a more comprehensive perspective. In conclusion, researchers will be able to better contextualize and validate the statistical findings by employing a mixed-methods strategy that includes more comprehensive qualitative interviews. This will ultimately result in recommendations that are more actionable.

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Appendix

Survey - Employee's Commitment in Private Hospitals

Description:

Thank you for participating in this survey. I am **Emnet Tibebu**, a master's student in the **Business Leadership Program at Addis Ababa University, School of Commerce**. This study explores the factors influencing employee commitment at **Private Hospitals** in Addis Ababa. Your responses will help identify key factors affecting organizational commitment of employees in private hospitals. All responses are anonymous and used solely for research purposes.

The questionnaire consists of **two sections**:

- 1) **Demographic Information** – General details about your background.
- 2) **Factors Affecting Commitment** – Questions related to **Rewards, Job Tenure, Job Level, Job Autonomy, and Leadership Behavior**.

All responses are **anonymous** and will be used **strictly for research purposes**.

Estimated time to complete: **10 minutes**

I appreciate your time and valuable input!

A) Demographic Information

1. What is your age?

18–25

26–35

36–45

46 and above

2. What is your gender?

Male

Female

3. What is your highest level of education?

High school diploma

Diploma

Bachelor's degree

Master's degree or higher

4. How long have you worked at this hospital?

Less than 1 year

1–3 years

4–6 years

More than 6 years

5. What is your current job position?

Medical staff (Doctor, Nurse, Pharmacist, Lab Technician)

Administrative staff (HR, Finance, Management)

Support staff (Cleaners, Security, Maintenance)

B) Factors Related questions

I. Rewards and Work Appreciation

1) My organization provides competitive salaries and financial incentives.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

2) I receive regular recognition for my contributions and performance.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

3) The hospital provides benefits such as health insurance, bonuses, or paid leave.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

4) I feel that my hard work and efforts are appreciated by my supervisors.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

5) Lack of financial and non-financial rewards affects my commitment to the hospital.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

II. Length of working hours

1) My current working hours allow me to maintain a healthy work-life balance.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

2) I feel more committed to my organization when my working hours are reasonable.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

3) Long working hours negatively affect my motivation and job satisfaction.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

4) Flexible or reduced working hours would increase my loyalty to the organization.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

5) The length of my working hours influences my intention to stay with the hospital long-term.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

III. Job Level

1) My current job level provides me with enough authority to perform my tasks effectively.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

2) Employees at higher job levels have greater job commitment compared to lower-level staff.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

3) My career progression in the hospital influences my organizational commitment.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

4) I feel motivated to stay longer in this hospital because of potential promotions.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

5) Higher-ranking employees tend to receive better organizational support.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

IV. Job Autonomy

1) I have the freedom to make decisions related to my job responsibilities.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

2) I am allowed to be creative in finding solutions to work-related challenges.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

3) The hospital's policies allow employees to have control over their work schedules.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

4) Employees with more autonomy show higher organizational commitment.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

5) Lack of autonomy at work negatively impacts my commitment to the hospital.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

V. Leadership Behavior

1) My supervisor provides clear guidance and support in my daily tasks.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

2) I feel that my leader motivates me to perform my best at work.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

3) Leadership style in this hospital directly influences my commitment.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

4) Leaders in this hospital ensure that employees are valued and respected.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

5) Effective leadership improves employee morale and job satisfaction.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

VI. Dependent variable: Employee Organizational Commitment

1. I feel more committed to my organization when my efforts are recognized and rewarded appropriately.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

2. I would be more likely to stay with my organization if my working hours were more balanced.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

3. My current job level provides me with a sense of stability and motivation to remain in the organization.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

4. Having the freedom to make decisions in my role increases my commitment to the organization.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

5. The way my leaders treat and guide employees strongly influences my dedication to the organization.

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree