

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE



EFFECT OF JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT
OF EMPLOYEES AT KIRKOS SUB-CITY ADMINISTRATION

Thesis Submitted to Office of Graduate Studies

In Partial fulfillment of the Requirements for Masters of Human Resource Management

By

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Addis Ababa, Ethiopia

Declaration

I, the undersigned, declare that this study is the result of my independent study work on the topic entitled: “Effect of **Job Satisfaction on Organizational Commitment of Employees At Kirkos Sub City Administration** “in partial fulfillment of the requirements for the degree of Masters of **Human Resource Management** in Addis Ababa University College of Business and Economics, School of Commerce. It is my original work and all source of material used for the study are acknowledged.

Declared by:

Name: Gizaw Demeke

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Certification

This is to certify that Gizaw Demeke has carried out his study work on the topic entitled, “Effect of Job Satisfaction on Organizational Commitment of Employees At Kirkos Sub City Administration.” Accordingly, I hereby, assure that his work is appropriate and standard enough to be submitted for the award of Master of Arts Degree in Human Resource Management.

Advisor: Abeba Beyene (PhD)

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Addis Ababa University College of Business and Economics School of Commerce

Office of Graduate Studies

**Effect of Job Satisfaction on Organizational Commitment of Employees At Kirkos Sub
City Administration.**

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“I will bless the LORD at all times: his praise shall continually be in my mouth.” Psalm

34:1

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Abstract

This paper aims at examining the effect of job satisfaction on organizational commitment on the employees of Kirkos Sub City Administration by applying quantitative research approach and explanatory research design. Standardized questionnaires of job satisfaction and organizational commitment were used to collect data from sample respondents. For the purpose of this study probability design in the form of simple random sampling was used. The study used J. Carvalho's archival application of mathematical sampling techniques. Accordingly, 200 questionnaires were distributed and 186(93%) were obtained and used for further analysis. The collected data was analyzed using SPSS software version 20. The finding revealed that there is high level of employees' organizational commitment and ambivalent level of job satisfaction. According to the result of the study, significant positive relationship was found between job satisfaction and organizational commitment. The result of the study also revealed that job satisfaction is a major predictor of organizational commitment. According to the researcher forward the following recommendation. The districts' HR should work on improving employees job satisfaction in order to increase employees organizational commitment.

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

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The concept of organizational has turn out to be increasingly vital in organizational and carried out psychology (Cohen, 2003). Previous research on organizational commitment regarded the concept collectively dimension, supported an attitudinal perspective, embracing identity, engagement and loyalty (Porter, Steers, Mowday & Boulian, 1974). In keeping with Porter et al (1974) an attitudinal perception refers to the psychological attachment or affective dedication formed with the aid of an employee in regard to his identity and involvement with the respective corporation

The word dedication means the 'sense of being bound' emotionally or intellectually to some direction of action (Weiner, 1992). But in an organizational context, the concept of commitment has varied relying on its degree of development. The foremost common definition of organizational dedication (OC) is that the identification with an enterprise and reputation of its goals and values as one's very own (Porter ,Steers , Mowday & Boulian ,2004). Organizational commitment is that the link between the employees and as a result the organization. It implies identity with an company , acceptance of its desires and values as one's own and a strong desire to stay as an area of the organization.

Sherwin (1972) stated that loss of commitment is claimed to be at the back of the most troubles faced with the aid of enterprise. Commitment is probably related to the morale of the manpower, it's become taken into consideration a suitable goal in itself and thus the function of effective healthy organization. According to Katz and Khan (1978) said that developing excessive organizational commitment maximized innovative and spontaneous behavior which implied that

groups needn't transcend attracting and holding people within the system to realize better efficiency. Commitment relies on internalized motivational patterns but not on competence.

The term job satisfactions ask the mindset and feelings human beings have about their work. Positive and favorable attitudes toward the work suggest process delight. Negative and destructive attitudes in the direction of the work suggest activity dissatisfaction (Armstrong, 2006,p.264).Since the time when the occupation of people became a socially massive phenomenon, social scientists focused their interest on the matter of job pleasure. Even from early days social scientists careworn the importance of studying job satisfaction of people in an business atmosphere. Job satisfaction has been described as an output of a chunk environment.

Bullock (2003, p.224-247) described that the job satisfaction as ‘ clean mindset which end result from balancing and summation of the many unique likes and dislikes experienced in connection with the process’. Pock (1996) defined worker pride as any mixture of mental, physiological and environmental occasions that causes the character truthfully to say I’m satisfied with my activity.

1.2 Background of the Organization

Kirkos Sub City is one of the 10 sub cities in Addis Ababa city administration. It covers an area 14.62 sq.Km. At present the sub cities are divided into 10 districts/Weredas. The administration has a vision to safe and livable Sub-City with a mission to ensure a safe and clean for healthy and productive society with improved access to social services and physical infrastructure .To achieve by a great value accountability , prioritize to the benefit of the public service with loyalty and integrity.

1.2. Statement of the Problem

In every competitive environment employees are a part of the most critical determinants and leading factors that chart a new route for organizational success. When employees are well influenced and their commitment earned the end result can lead to useful results together with advanced performance and effectiveness, increased overall performance, productivity, and reduced turnover and absenteeism at both the character and organizational levels (Fiorita, Bozeman, Young & Meurs, 2007). Job satisfaction it's far associated with different place of business behaviors; together with organizational commitment (Getahun, Tefera & Burichew, 2016). Previous research findings display that interest delight has huge great courting with organizational commitment (Chughtai & Zafar, 2006). Employees who revel in interest dissatisfaction or work-related strain are much more likely to be absent or past due for work (McShane and Glinow, 2010). Employees working within the districts have showed a high absentees and late comers. Employees with low organizational commitment have a strong cause to go away (Noe, Hallenbeck, Gerhart & Wright, 2011). Hence, job satisfaction is the vital element for immoderate overall performance and efficiency of business agency through ensuring immoderate moral and dedication, and avoiding component like absenteeism and turnover. Thus, job satisfaction is one of the critical standards for organizing a healthful organizational environment. However, in step with researcher knowledge, experience and observation in the examine area there may be poor customer service, high worker dissatisfaction lack of good governance, poor benefits compensation/pay, possibility to promotion exists on the look at area.

To the best of the researcher's knowledge, there are no studies that tested the impact of job satisfaction on organizational commitment of employees in the Sub Cities. Therefore, this examine will be essential in contributing to fill this research gap by means of inspecting the

extent of employee's job satisfaction and organizational commitment and the impact job satisfaction has on organizational commitment with the aid of taking at Kirkos Sub city selected District.

1.4. Research Objectives

1.4.1. General Research Objective

The general objective of this study is to investigate the effect of job satisfaction on organizational commitment of employees in Kirkos Sub city administration.

1.4.2. Specific Research Objective

The specific objectives of the study are:

- To assess the level of job satisfaction and organizational commitment in the selected districts employees.
- To examine the effect of each dimension of Job Satisfaction (Pay, Promotion, Supervision, Fringe benefits, Contingent reward, Operating procedure, Coworker, Nature of work and Communication) on Organizational Commitment in the selected districts employees.
- To examine the effect of Overall Job Satisfaction on Organizational Commitment

1.5. Research question

- What is the level of job satisfaction and organizational commitment among employees in the selected districts?
- What is the effect of each job satisfaction dimension on overall organizational commitment?
- What is the effect of the Overall Job Satisfaction and Organizational Commitment?

1.6. Significance of the Study

The outcome of this study may help the Sub-City human resource identify specific problems related to employees' job satisfaction and their commitment to the organization and make necessary improvements that lead to higher organizational commitment. The employees may also be benefited from this study if the management makes an attempt to address the identified issues. It may help others researchers in conducting more comprehensive study on the issues related employee job satisfaction and organizational commitment.

- Help showing causal relationship between job satisfaction and organizational commitment in the selected districts public context by taking the specific case of KSC.

1.7. Scope of the Study

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

Though there are different measurements of job satisfaction, this study used Spector's(1985) nine job satisfaction factors (pay, promotion, supervision, fringe benefits, contingent reward, operating procedures, coworkers, nature of work and communication) as it tries to address many factors of job satisfaction, and this tool was designed originally for human service, public and

non for profit sector organizations. Even if the nature of a worker's environment off the job indirectly influences his or her feelings on the job, this study only focused on dimensions within an organization context that affect employees' job satisfaction.

The study was methodologically delimited to a quantitative approach using a close-ended questionnaire because the research was intended to collect large sample size data and analyze data within a short period of time. Since employees with service of under one year are not assumed to be matured enough to reflect the level of organizational commitment, only permanent employees who have service years of above one year were included in this study. Also due to their short and unstable period of engagement, contract employees were excluded from the study.

Geographically, the study was delimited to the Kirkos Sub City Administration in Addis Ababa, Ethiopia. There are 11 districts existing in the sub city. To make the study manageable, using simple random sampling the study focused on employees who work in selected districts (district 02, district 04, district 07, district 10 and district 11).

1.8. Limitation of the study

This study was conducted at Kirkos Sub City on selected 5 District employees at the concept of the effect of job satisfaction on organizational commitment in public service is broad and takes different forms, it is difficult to evaluate the magnitude of job satisfaction and organizational commitment due to different forms within a short period of time and this might affect the generalization of the research findings to the whole Sub City employees since the total population of Sub City is large as conducting and taking sample from the whole population is not possible because of time constraints at this level.

1.9. Operational Definition of key terms

Organizational Commitment: organizational commitment is a psychological state that binds an employee to an organization, thereby reducing the incidence of turnover and the constructs are affective, normative, and continuance organizational commitment (Allen and Meyer, 1990)

Affective Organization Commitment: The effective emotional attachment to identification with, and involvement in the organization (Allen & Meyer, 1990).

Normative Organization Commitment: A feeling of obligation to continue employment (Allen & Meyer, 1990).

Continuance Organization Commitment: The wish associated with leaving the organization (Allen & Meyer, 1990).

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

Pay- amount and fairness or equity of salary (Spector, 1985).

Promotion- opportunities and fairness of promotion (Spector, 1985)..

Supervision- fairness and competence at managerial tasks by ones supervisor (Spector, 1985).

Benefits- insurance, vacation, and fringe benefits (Spector, 1985).

Contingent procedures- sense of respect, recognition and appreciation (Spector, 1985)..

Operating procedure- policies, procedures, rules, perceived red tape (Spector, 1985).

Coworkers- perceived competence and pleasantness of ones colleagues (Spector, 1985).

Nature of work- enjoyment of the actual tasks themselves (Spector, 1985).

Communication- sharing information within the organization (verbally or in writing)(Spector ,1985).

1.10. Organization of the study

The paper is organized under five chapters. Chapter one introduces background of the study to give background information on the research topic and the study, statement of the problem to be addressed in the study, research question the study aims to answer, the general and specific objectives of the study, significance of the study, scope of the study, potential limitations of the study and definition of key terms. Chapter two presented a review of related literature and relevant empirical studies associated with the effect of organizational commitment on organizational effectiveness. Chapter three discussed the design and methodology of the study that is, description of the study area, research approach and design, population and sample size, data sources and types, data collection procedures, ethical consideration and data analysis .Chapter four of the study discussed will be discuss data analysis, interpretation and discussion of results and Chapter five presented will offer a summary of findings, conclusions and recommendations.

CHAPTER TWO

REVIEW OF LITERATURE

2.1 Theoretical Literature Review

2.1.1 The Concept of Organizational Commitment

Organization commitment refers to the employee's emotional affection to, identification with, and participation within the organization. In essence, measuring organizational commitment is an assessment of the congruence between an individual's own values and beliefs and people of the organization Swailes, (2002). Organizational commitment is characterized as workers' enthusiasm to contribute to organizational goals. When workers are sure that they're getting to grow and learn with their current employers, their level of commitment to remain thereupon particular organization is higher Opkara, (2004).

In order to form employees satisfied and committed to their jobs, there's a requirement for strong and effective motivational strategies at various levels of the organization. Besides that, Ayeni and Phopoola (2007) have found a robust relationship between job satisfaction and organizational commitment. Consistent with them job satisfaction is usually determine how well the organization meets employees expectations.

On the opposite hand, Maxwell and Steele (2003) believed that the organization concerned on the planning after employees' interest. It's clear, the upper the experience, the more positive the impact on the commitment. Additional, an individual's experience with their co-workers had the impact on highly commitment to the organization . High level of organizational commitment provide a transparent focus for human resource manager on the grounds that commitment is in itself good and positive that need to cause high level of work performance.

2.1.2. Theories of Organizational Commitment

Most studies regarding on organizational commitment were supported the two major theoretical frameworks: Homan's exchange theory and Becker's theory Baba and Jamal, (2013). consistent with Homan's exchange theory Baba and Jamal, (2013) organizational commitment is seen because the outcome of the exchange relationship between the individual and therefore the organization. the idea suggests because the exchange becomes more favorable from the individual's point of view, as his other commitment to the organization increases. the opposite theory Becker (1960) is an improvement on Homan's idea because it introduces the element of your time and therefore the notion of side bets to the exchange paradigm. consistent with this theory organizational commitment appears to be a structural phenomenon that happens as a results of individual organizational transactions and alterations in side-bets over time. consistent with Becker's theory, the more one invests his or her time, energy, skill and other personal assets within the organization, the more one has at stake in leaving it. Hence it's natural to expect a greater personal commitment on the a part of the individual to a corporation as time goes by. The above commitment comes into being when an individual , by making a side bet, links extraneous interests with a uniform line of activity. as an example , an individual choosing a career in a corporation tends to calm down therein organization and doesn't always depict the standard behavior pattern expected of an economic man Becker, (1960). At least, one doesn't switch jobs and organizations with an equivalent frequency with which the market conditions change. Becker suggests that the possible reason for such commitment to a corporation could be that the person has involved his or her other interests that were originally unrelated to the above organization, as that person continued his stay within the organization. This increases his or her costs of separation or severance on render other alternatives unattractive Baba and Jamal,(2013).

2.1.2. Components and Measurements of Organizational Commitment

Employers curious about measuring their employees' levels of affective, continuance, and normative organizational commitment could use the Three-Component Organizational Commitment Scale developed by Allen and Myers' (1990).

2.1.2.1. Affective Commitment

Affective commitment is sort of commitment there's a positive interaction between the individual and therefore the organization because both have similar values Shore and Tetrick, (1991). A research conducted by Abebe and Markos(2016) to review the connection between job satisfaction and organizational commitment among academic staff members during a selected education institution revealed significant positive relationship exist between job satisfaction and affective commitment.

2.1.2.2. Normative Organizational Commitment

Normative Commitment is that the perceived obligation to stay with the organization. Normative Commitment makes employees remain with a corporation by virtue of their belief that it's the 'right and moral' thing to try to Meyer and Allen, (1991). Normative commitment may be a matter of reciprocity i.e. 'Psychological contract' of reciprocity between an employee and therefore the organization. Normative commitments simply action intended to precise or acknowledge the great things organization have finished employee. Employees who are normatively committed to the organization remain because 'they believe that it's the proper and moral thing to do' Wiener, (1982).A study conducted by Kaplan,M, Oqut,E,Kaplan,A and Aksay,k,(2012) on the case of hospital employees found a positive relationship between job satisfaction and normative organizational commitment additionally to affective commitment

2.1.2.3. Continuance Organizational Commitment

Continuance Commitment is that the costs related to leaving the organization. Continuance commitment reflects economic ties to the organization supported the prices related to leaving the organization. Employees that don't contemplate leaving a corporation for fear of losing their benefits, the likelihood of taking a salary cut , and therefore the fear of not having the ability to seek out another job is constrained to remain with its organization thanks to continuance commitment. there's thus difficulty in “giving it up” and therefore the unknown “opportunity cost” of leaving the organization or having few or no alternatives. Employees with strong continuance organizational commitment stay because they need to try to to so.

A study conducted by Abebe and Markos (2016) to review the connection between job satisfaction and organizational commitment among academic staff members during a selected education institution showed a big positive relationship exist between job satisfaction and continuance organizational commitment additionally to affective commitment. On contrary a study conducted by Kaplan, et al. (2012) on the case of hospital employees found no statistically significant relationship between job satisfaction and continuance organizational commitment.

2.2. Definition of Job Satisfaction

Locke (1976) provided one among the previous definitions of job satisfaction, which stated that” it's an pleasurable state resulting from the assessment of one's job or job experiences” . Job satisfaction was further conceptualized in theories of labor motivation by Maslow (1943),Vroom (1964) and Herzberg, Mausner and Snyderman (1959). Perspectives of job satisfaction include the affective perspective Locke (1969), pertaining to the positive spirit which is experienced by individuals when evaluating their job or job experiences; the person-environment perspective Dawis & Lofquist, (1993), which refers to job satisfaction as an attitude

resulting from the correspondence between the individual's abilities and therefore the requirements of the job; and the dispositional perspective Staw & Cohen-Charash, (2005), which views job satisfaction because the reflection of a biologically based trait predisposing individuals to specialize in positive or negative life aspects.

2.1.2. Theories of Job satisfaction

Many models or theories are administered regarding job satisfaction. consistent with Robbins and Judge (2009), job satisfaction relates to a positive feeling about a job, resulting from an assessment of its characteristics. A worker with a high level of job satisfaction holds positive feelings about his or her job, while an unsatisfied person holds negative feelings. Job satisfaction may be a pleasurable positive state resulting from one's job and knowledge. (Lock 1976).

.Herzberg et al. (1959) defined the only known popular 'theory of job satisfaction'. Their two-factor theory suggests that employees have mainly two kinds of needs, listed as hygiene and motivation. Hygiene factors are the wants which can be very satisfied by some certain conditions called hygiene factors (dissatisfies) like supervision, interpersonal relations, physical working conditions, salary, benefits, etc.

The theory suggests that job dissatisfaction is probable within the circumstances where hygiene factors don't exist in someone's working environment. In contrast, when hygiene needs are supplied, however, it doesn't necessarily end fully satisfaction.. Whereas Herzberg stated in his two factors theory stated that there are two categorizes of motives for the workers mentioned as satisfiers and dissatisfies. He related intrinsic factors with job satisfaction and extrinsic factors with dissatisfaction Samad, (2007).

2.1.3. Importance of Job Satisfaction

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

2.1.4..Measurement of Job Satisfaction

Most researchers recognize that job satisfaction may be a global concept that's comprised of, or indicated by, various dimensions, or facets Judge and Klinger, (2008). Smith, Kendall and Hulin (1969) considers five facets of job satisfaction: pay, promotion, coworkers, supervision, and therefore the work itself. Locke (1976) adds a couple of other facets: recognition, working conditions, and company and management (Judge and Klinger, 2008).Spector(1985) developed job satisfaction survey that has nine subscales measure of employee satisfaction: Pay, promotion, supervision, benefits, contingent rewards, operating procedures, Co-workers, nature of labor and communication that are applicable specifically to human service, public and nonprofit sector organizations. For this study questionnaire are going to be wont to measure job satisfaction as its originally developed to live job satisfaction publicly service giving organizations and since the nine dimensions identified by Spector(1985) enables to possess a wider and comprehensive view of job satisfaction.

2.3. Empirical Literature

2.3.1. Pay and Organizational Commitment

Pay refers to the quantity of monetary compensation that a private receives also because the extent to which such compensation is seemed to be equitable. Remuneration and earnings are a cognitively complex and multidimensional think about job satisfaction. consistent with Luthans (1998), salaries not only assist people to achieve their basic needs, but also are instrumental in satisfying the upper level need of individuals . Research findings like a study conducted by Yang, Miao, Zhu, Sun, Liu and Wu (2008) showed that there's a big relationship between pay satisfaction and organizational commitment.. Therefore, the above discussion this study propose hypothesis.

H1: Pay has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

2.3.2. Promotion and Organizational Commitment

According to Herzberg's dual factor theory (1966) advancement and growth are among the main intrinsic factors that cause job satisfaction. Research findings also show that there's significant positive relationship between promotion opportunities and job satisfaction. Mustapha and Zakaria, (2013) showed that there is a relationship between promotion opportunities and organizational commitment of employees .Therefore, the above discussion this study propose hypothesis.

H2: Promotion has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City..

2.3.3. Supervision and Organizational Commitment

Research indicates that the standard of the supervisor-subordinate relationship will have a big , positive influence on the employee's overall level of job satisfaction. Research appears to be vague on account that most research indicates that individuals are likely high ranges of job delight if supervisors offer them with aid and organization in completing their responsibilities Ting, (1997).The findings of studies also shows that employees who have good relationships with their immediate managers have greater commitment Settoon, Bennett and Liden,(1996).Therefore, the above discussion this study propose hypothesis.

H3:Supervision has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

2.3.4. Fringe benefits and Organizational Commitment

Benefit may be a generic word wont to describe the components of a considerable element of the entire remuneration provided by employing organizations to their work-forces which usually is provided in non cash form. However, in recent years 'benefit' has superseded 'fringe benefit 'and is employed because the word to encompass the wide selection of advantages in a similar way additionally to cash payments which companies provide for his or her employees White and Drucker,(2005). consistent with the study conducted by Benjamin (2010), on fringe benefits and job satisfaction fringe benefits are significant and positive determinants of job satisfaction also the results of other study conducted by Sinclair, Leo and Wright (2005) to look at the effect of benefit satisfaction on organizational commitment showed that there's direct correlation between benefit satisfaction and organizational commitment. Therefore, the above discussion this study propose hypothesis.

H4:Fringe benefits has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

2.3.5. Contingent rewards and Organizational Commitment

Contingent reward is appreciation, recognition and rewards permanently work Spector,(1985).contingent reward are rewards that are provided to employees supported their performance, competence, contribution, skill or experience Armstrong, (2008). A research conducted by Gupta(1975) and Spector(1985)showed that a positive relationship exist between employee satisfaction and performance contingent intrinsic rewards and pays. On the opposite hand, employee dissatisfaction may result if employees perceives that their efforts aren't recognized or that their rewards aren't equitable tied to their performance or tailored to their needs Robbins,(1993).Therefore, the above discussion this study propose hypothesis.

H5:Contingent reward has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

2.3.6. Operating Procedures and Organizational Commitment

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

H6: Operating procedure has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

2.3.7. Co-Workers and Organizational Commitment

Research Mowday & Sutton, (1993), suggests that job satisfaction is said to employees' opportunities for interaction with others on the work . consistent with Staudt (1997), such social relations constitute a crucial a part of the 'social climate' within the workplace and supply a setting within which employees can experience meaning and identity. `When cohesion is clear within a piece group it always results in effectiveness within a gaggle and therefore the job becoming more enjoyable. However, if the other situation exists and colleagues are difficult to figure with, this might have a negative impact on job satisfaction. The impact of friendship on workplace outcomes is shown by results that indicate that friendship opportunities were related to increases in job satisfaction, job involvement and organizational commitment, and with a big decrease in intention to turnover Luddy, (2005). From the above discussion it is often inferred that through the intervening effect of job satisfaction, coworkers' relationship has positive effect on organizational commitment. Therefore, the above discussion this study propose hypothesis.

H7: Coworker has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

2.3.8. Nature of work and Organizational Commitment

To measure satisfaction of employees towards nature of labor Spector (1985) used four indicators: meaning, contentment, pride and luxury. Consistent with Saari and Judge (2004) the nature of work matters in terms of job satisfaction and organization influence and of all the basic job satisfaction areas, satisfaction with the character of the work itself which integrates job challenge, autonomy, diversity, and scope best forecast overall job satisfaction. Research studies

through a few years , organizations, and types of jobs display that when employees are asked to measure different dimension of their job such as , pay, promotion, supervision, opportunities, coworkers, then forth, the character of the work itself generally appears because the most main job dimension Judge and Church,2000).Therefore, the above discussion this study propose hypothesis.

H8:Nature of work has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

2.3.9. Communication and Organizational Commitment

Communication consistent with Spector(1985) refers to internal communication within a corporation and good communication within the organization is taken into account together major factor that determines employees job satisfaction. a search conducted by Allen(1992) to look at links between communication, organizational commitment, and perceived organizational support indicated that employee perceptions regarding the highest management-employee communication relationship, the standard of top management's communication, and superior-subordinate communication were strongly associated with organizational commitment. Therefore, the above discussion this study propose hypothesis.

H9: Communication has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City..

2.3.10. Relationship between Overall Job Satisfaction and Organizational Commitment

A relationship between job satisfaction and organizational commitment has been reported within the organizational and management literature. Research results indicates that satisfied employees tend to be committed to a corporation , reach work on time, perform well and have

interaction in behaviors helpful to the organization , Admot (2007). Zahara (2013) studied the connection between job satisfaction and organizational commitment among hospitals nurses. The results of the research indicates there was a correlation between satisfaction and organizational commitment. Eslam and Gharakhani (2012) examine the role of job satisfaction on organizational commitment. The result indicate that job satisfaction have positive and significant effects on organizational commitment. Additionally, Sudarsana & Girma (2017) indicated that job satisfaction is the major determinant for the organizational commitment of academic staff of the public universities in Ethiopia. Therefore, supported the above discussion this study proposes hypothesis 10.

H10: Overall job satisfaction has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

2.5. Conceptual Framework

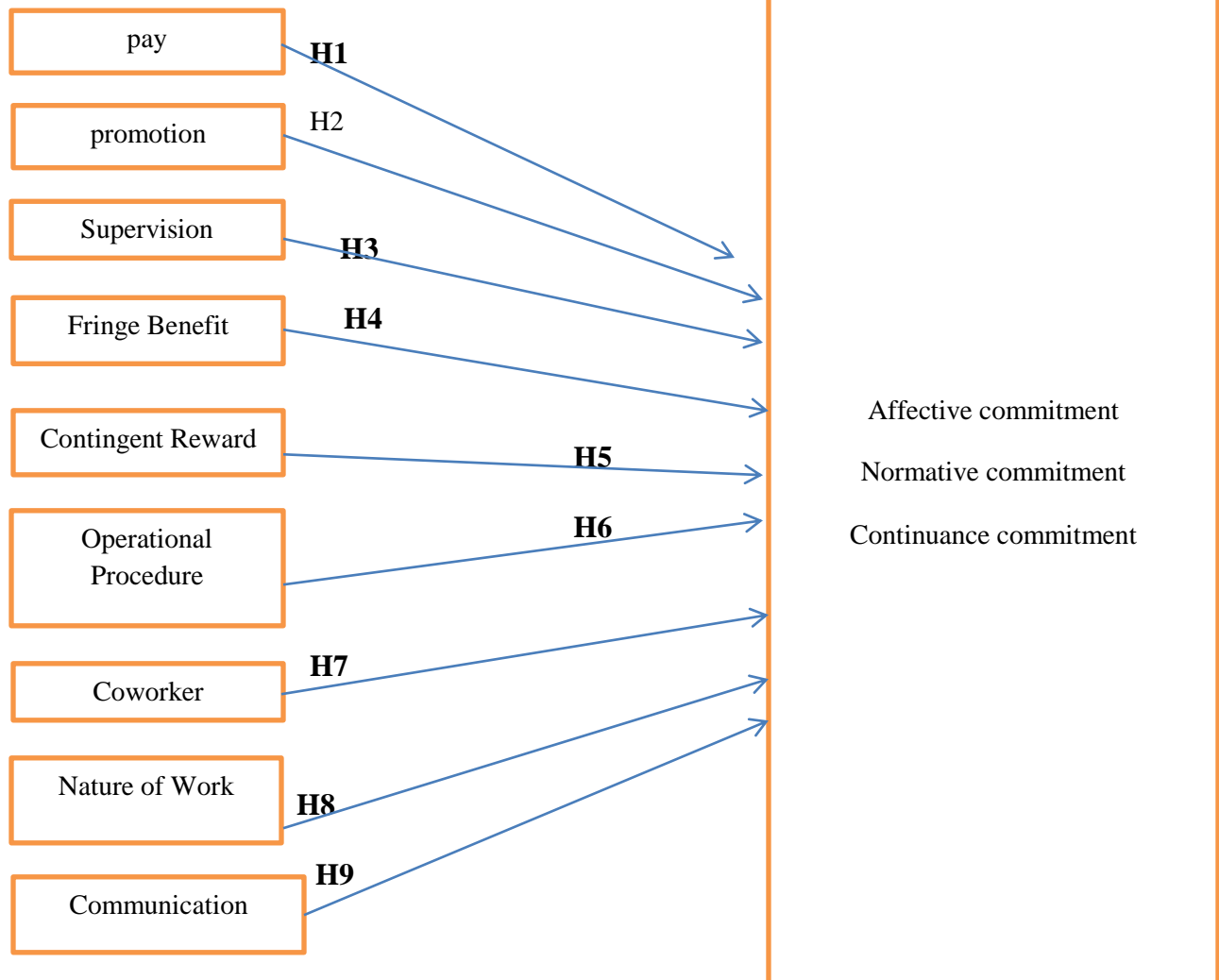
According to the model existing on beneath dependent variable(job satisfaction) is measured with 9 dimensions which have been diagnosed by way of Spector (1985) which are: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co workers, nature of labor and communication. The impartial variable (organizational commitment)has 3 constructs namely, affective dedication, normative organizational commitment and Continuance organizational dedication (Allen and Meyer, 1990).The relationship some of the 3 components of organizational dedication shows at the figure under is adopted from a conceptual framework developed by way of Meyer and Allen's(1991) proposed theoretical model of multidimensional dedication that mirror organizational dedication as a intervening variable between crucial job associated antecedents which includes job pride and organizational effects which includes committed to leave.

Independent variable

Dependent variable

Job satisfaction

Organizational Commitment



Summary of Hypothesis

H1:Pay has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

H2:Promotion has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

H3:Supervision has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

H4:Fringe benefits has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

H5:Contingent reward has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

H6:Operating procedure has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

H7:Coworker has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

H8:Nature of work has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

H9:Communication has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

H10:Overall job satisfaction has an effect on Organizational Commitment of the employees in the selected districts of the Sub-City.

CHAPTER THREE

RESEARCH METHODOLOGY

The general objective of the study is to examine the effect of job satisfaction on the organizational commitment of employees working in kirkos Sub City Administration employees. To this end, this chapter presents various methodology issues that need to be addressed to achieve this objective.

3.1. The Study Site

The site of the study was at kirkos Sub –City Administration in five selected districts. The Sub City covers 14.62 sq.Km areas and it has 11 districts. The study will be conducted on five selected districts. These are district 02,district 04, district 07,district 10 and district 11.

3.2. Research Approach

To achieve the stated objectives, the study adopted purely a quantitative research approach. Quantitative method is study involving analysis of data and information that are descriptive in nature and qualified (Creswell, 2009).

3.3 Research Design

In this study explanatory research design was used, it enables to describe and determine the relationship and effect of the independent variable on the dependent variable. The rationale for the choice of explanatory research design is that, it is appropriate for studies that establish causal relationship between variables (Creswell, 2009).

3.4. Population and Sample

The target population of this study is employees of selected districts of kirkos sub city administration. According to the districts' human resource information, the number of employees

in the five selected districts of Kirkos Sub City is 1,549. For the purpose of this study probability design in the form of simple random sampling was used. This study focused only public service employees of KSC.

3.5 Sample Size Determination

Sampling enables the researcher to study a relatively small number of units in place of the target population, and to obtain data that are representative of the whole target population. To determine the sample size Carvalho’s “Archival application of mathematical sampling techniques” Records management Quarterly (1984) as cited on OSPO 2005 table is used.

The table below shows that at any of the ranges is the population of the study falls the researcher has three choices to pick the sample size of the study by considering how manageable the data to be gathered are and time constraint it has. As mentioned early the population of this study is 1549 employees, since the population of the study fall in the sixth category, the sample of this study is 200 employees. See the table 3.1 below:

Table 3.1
Sample Size Determination

Population	Sample size		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
5001-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: J Carvalho, "Archival application of mathematical sampling techniques

As mentioned earlier, the total number of employees in selected Districts is 1549, which falls in the sixth category in the table. Therefore the size of the sample taken is 200 in numbers which is the highest recommended size.

3.5. Data Source and Type

According to Sekaran (2006), data that gathered for research from the actual site of occurrence of events are called primary data. For the purpose of this study, questionnaire was used as the research instrument and distribute to the employees (non -managers) the selected Districts. Secondary data refer to the data that gathered through existing sources by someone than the researcher conducting the current study such as company record, publication, industry analysis offered by the media, web publications and so on . For this study, researcher was gathered the secondary data from organization annual reports, and articles which are relevant and able to support the literature review.

3.6. Data Distribution and Collection Procedures

To collect data first source list that is needed to select respondents was obtained from public service employees of the Districts. Participants in the study was briefed about the academic purpose of the study and are assure of the confidentiality of their response. The questionnaire were distributed by using incident sampling which means they were given to the employees which were available at the branches at the moment of distribution. Before full scale data collection pilot testing with the aim of testing the questionnaires clarity, reliability and validity was conducted.

3.7. Data Analysis

After collecting the necessary data, the researcher used both descriptive statistics such as means and inferential statistics like Pearson's correlation and multiple linear regression methods for quantitative data analysis using SPSS version 20 software.

3.8. Reliability and Validity of the Instruments

Reliability of the measure was tested using SPSS software and the Cronbach alpha value was found. Cronbach alpha value between 0.6-0.8 is considered acceptable and a value above 0.8 considered good in terms of reliability (Tredoux & Durrheim,2013)

Table 3.2

Reliability of Job Satisfaction Instrument Used

Subscales	Source	No. of Items	Cronbach alpha
Job Satisfaction	Spector (1994)		
Pay	"	4	0.75
Promotion	"	4	0.73
Supervision	"	4	0.82
Fringe benefit	"	4	0.73
Contingent reward	"	4	0.76
Operating procedure	"	4	0.62
Co-worker	"	4	0.60
Nature of work	"	4	0.78
Communication	"	4	0.71
Organizational Commitment	Allen & Meyer (1996)	18	
Affective Commitment	"	6	0.85
Normative Commitment	"	6	0.79
Continuance Commitment	"	6	0.73
Overall Commitment			0.79

Ethical Consideration

Ethical consideration plays an important role during data collection time. Researcher has to be aware and follows the ethical consideration related to the studies. Furthermore, the first page of the questionnaires has to displays an opening introductory letter that requesting the respondents' cooperation to provide information for the study. They are assured that the information they provide will be keep confidential. To data collections from study participants, all potential study participants were informed about the procedure that is uses in the study matter to the research study. The researcher was explained the objectives and significance of the study to the respondents.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATIONS

In this chapter, the researcher attempted to analyze and examine the effects of job satisfaction on organizational commitment of employees at Kirkos sub city Administration. Out of the 200 questionnaires distributed to the employees, only 186 (93%) were usable. Six (3%) were not filled properly and 8(4%) were not returned.

The data analysis was performed using of SPSS software Version 20. The demographic analysis was conducted using frequencies and percentages. Descriptive analysis was conducted to examine the mean and standard deviation of the independent and dependent variables. Regression analysis was also used to explain how much the selected leadership styles had an effect on the dependent variable organizational commitment.

4.2. Demographic Background of the Respondents

The frequencies and percentages of the demographic variables of the study are presented in the following table and analyzed.

Table4.1Table of demographic characters of respondents

Item	Categories	Frequencies	Percentage
Sex	Male	102	54.8
	Female	84	45.2
	Total	186	100.0
Age	<30 year	60	32.3
	30—40 year	53	28.5
	41—50 year	39	21.0
	>50 Year	34	18.3
	Total	186	100.0
Education level	<12 grade	24	12.9
	Diploma	58	31.2
	Degree	104	55.9
	Total	186	100.0
Work experience	< 5year	5	2.7
	5—10 year	106	57.0
	10—15 year	75	40.3
	Total	186	100.0

According to Figure 4.1, 102(54.8%) of the total sample respondents were male while 84 (45.2%) were female. Hence, the number of male respondents is slightly greater than that of the female respondents. It can be inferred that the majority of the respondent involve in the survey were male

As indicated in Figure 4.1 above, regarding the age distribution of the respondents, 60 (32.3%) and 53 (28.5%) fell in the <30 year and 30—40 year age range respectively. 41--50 ,39(21.0%) and 34(18.3%) fell in the above 50 year. From the above data, it can be inferred that the majority (60.5%) of the respondents are under 40 years, thus this means that the respondents are mostly middle-aged and young. Furthermore, the number of respondents above 41 years is slightly low.

Regarding the qualification of respondents shows that 24 (12.9%) and 58 (31.2%) respondents had, as their low level of education, below 12 grade and diploma respectively. Also, 104 (55.9%) respondents had a Degree. Thus, the data shows that more respondents of have first degree.

In relation to years of service, it was found out that 5(2.7%) and 106 (57.0%) fell in the below 5 and 5-10 years' range respectively. A number of 75(40.3%) and 52 (13.9%) worked in the the Sub-city 10-15 years. From the above it can be inferred that the majority (97.3%) of the respondents have more than 5 years of experience.

4.3. Descriptive Analysis of Variables

4.3.1. Descriptive Statistics for the Job Satisfaction Indicators

This section presents the employees' view and attitude towards job satisfaction factors. The data analyzed was from 186 sample respondents. Each dimension of job satisfaction is analyzed under a separate table. The feedback of the respondents for the variables indicated below were measured on six point scale with measurement value 1 = disagree very much, 2=

disagree moderately, 3= disagree slightly 4= agree slightly, 5 =Agreed moderately, and 6= agreed very much.

The job satisfaction of the sample respondents was measured using the Job Satisfaction scale (JSS) developed by Spector. Out of the 36 items, 18 items were stated using positive words and 18 items were written in a negative direction.

Responses to items written in the positive direction were numbered 1 for the strongest disagreement and 6 for the strongest agreement. Items written in the negative direction were reverse scored. Negatively worded items use 1 for the strongest agreement and 6 for the strongest disagreement. The items that were negatively worded and therefore reverse scored are items 2, 3, 5, 10, 11, 13, 15, 16, 18, 19, 20, 21, 23, 24, 26, 28, 29, 34, 35, and 36. The individual item means are used to determine the item job satisfaction scores.

According to the interpretive key of Spector (1987), individual items of job satisfaction scores are interpreted as follows: 6.00-4.00 satisfied, 3.00-3.99 = ambivalent, and 1.00-2.99 = dissatisfied. Individual item means are summed to determine the subscale score.

The nine subscale scores are then summed to determine the overall job satisfaction score. Overall job satisfaction scores range from 36 to 216. Higher scores indicate a higher degree of job satisfaction where score ranges of 36 to 108 indicate dissatisfaction, 108-144 indicate ambivalence, and 144 to 216 indicate satisfaction. For the purpose of interpretation of this study, the researcher has operationally defined a score of 108 as ambivalence and a score of 144 as satisfied.

In this study, the nine job satisfaction pay, promotion, supervision, benefits, contingent rewards, operating conditions, coworkers, nature of works and communication were assessed. The minimum scales, maximum scales, mean score and standard deviations of the job

satisfaction facets are indicated in the following Table 4.2-4.10. In Table 4.10 Sample respondents' overall job satisfaction mean indicates the cumulative scores in the nine facets of job satisfaction and divided by the number of items in the job satisfaction questionnaire.

Table 4.2

Percentage and Descriptive Statistics of the Pay Dimension Items of Job Satisfaction

No	Item	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much	Mean	SD
1	I feel I am being paid a fair amount for the work I do.	29 (15.6%)	14 (7.5%)	14 (7.5%)	26 (14.0%)	25 (13.4%)	78 (41.9%)	4.28	1.88
2	I feel unappreciated by the organization when I think about what they pay me.	39 (21.0%)	27 (14.5%)	25 (13.4%)	30 (16.1%)	34 (18.3%)	31 (16.7%)	3.47	1.78
3	I feel satisfied with my chances for salary Increases	---	13 (7.0%)	41 (22.0%)	34 (18.3%)	28 (15.1%)	70 (37.6%)	4.54	1.37
4	Raises are too few and far between	41 (22%)	18 (9.7%)	13 (7%)	23 (12.4%)	50 (26.9%)	41 (22%)	3.79	1.89
Overall Mean and SD of Pay								4.02	1.39

Table 4.2 presents the descriptive statistics of the respondents' perception about the pay.

The highest rated item on the pay satisfaction subscale was “I feel satisfied with my chances for salary increases “to which respondents indicated Agree very much 70(37.6%). The lowest rated item on the pay satisfaction subscale was “I feel unappreciated by the organization when I think about what they pay me” to which they indicated Disagree very much 39(21.0%). This indicates that majority of respondents are satisfied with salary increases. The mean score in this study was pay (M= 4.02, SD= 1.39). This implies the mean score for pay fell within the range of 4.00- 6.00.

This may suggest that the employees were satisfied with pay. Thus, Hypothesis 3 is accepted. This finding is in line with the study of Luthans (1998).

Table 4.3
Percentage and Descriptive Statistics of the Promotion Dimension Items of Job Satisfaction

No.	Item	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much	Mean	SD
1	There is really too little chance for promotion on my job. (RC)	45 (24.2%)	41 (22%)	17 (9.1%)	25 (13.4%)	30 (16.1%)	28 (15.1%)	3.20	1.82
2	Those who do well on the job stand a fair chance of being promoted.	64 (34.4%)	21 (11.3%)	6 (3.2%)	14 (7.5%)	13 (7%)	68 (36.6%)	3.51	2.21
3	People get ahead as fast here as they do in other places.	64 (34.4%)	3 (1.6%)	26 (14%)	14 (7.5%)	11 (5.9%)	68 (36.6%)	3.59	2.16
4	I am satisfied with my chances for Promotion	60 (32.3%)	23 (12.4%)	8 (4.3%)	17 (9.1%)	23 (12.4%)	55 (29.6%)	3.46	2.11
Overall Mean and SD of Promotion								3.43	1.89

Table 4.3 presents the highest rated item on the promotion satisfaction subscale was “ people get ahead as fast here as they do in other places ” to which respondents indicated Agree very much 68(36.6%). The lowest rated item on the promotion satisfaction subscale was “ There is really too little chance for promotion on my job ” to which they indicated Agree very much.28(15.1%).This indicates that the perception of respondents is felt the promotion opportunities. The mean score in this study was promotion (M= 3.43, SD= 1.89). This implies the mean score for promotion fell within the range of 3.00- 3.99. This may suggest that the

employees were ambivalent with promotion. This indicates that the sub city demand better promotion prospects.

Table 4.4
Percentage and Descriptive Statistics of the Supervision Dimension Items of Job Satisfaction

No.	Item	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much	Mean	SD
1	My supervisor is quite competent in doing his/her job	1 (5%)	1 (5%)	--	43 (23.1%)	45 (24.2%)	96 (51.5%)	5.26	.86
2	My supervisor is unfair to me (RC)	14 (7.5%)	8 (4.3%)	15 (8.1%)	40 (21.5%)	36 (19.4%)	73 (39.2%)	4.58	1.54
3	My supervisor shows too little interest in the feelings of subordinates(RC)	2 (1.1%)	1 (5%)	16 (8.6%)	60 (32.3%)	42 (22.6%)	65 (34.9%)	4.79	1.09
4	I like my supervisor	1 (5%)	----	3 (1.6%)	41 (22%)	60 (32.3%)	81 (43.5%)	5.16	.86
Overall Mean and SD of Promotion								4.95	0.69

According to table 4.4, the highest rated item on the supervision satisfaction subscale was “My supervisor is quite competent in doing his /her job.” to which the respondents indicated Agree very much 96(51.5%). The lowest rated item on the supervision satisfaction subscale was “My supervisor is unfair to me” to which they indicated closely Disagree Moderately 8(4.3%). This indicates that the perception of respondents towards the supervisor is positive. The mean for the subscale was supervision (4.95 and SD = 0.69). This implies the mean score for supervision fell within the range of 3.00- 3.99. This may suggest that the employees were satisfied with supervision.

Table 4.5
Percentage and Descriptive Statistics of the Fringe benefits Dimension Items of Job
Satisfaction

No	Item	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much	Mean	SD
1	I am not satisfied with the benefits I receive (RC)	62 (33.3%)	24 (12.9%)	10 (5.4%)	2 (1.1%)	10 (5.4%)	78 (41.9%)	3.58	2.27
2	The benefit package we have is equitable	73 (39.2%)	22 (11.8%)	11 (5.9%)	13 (7%)	12 (6.5%)	55 (29.6%)	3.18	2.16
3	The benefits we receive are good as most other organization offer	54 (29%)	19 (10.2%)	14 (7.5%)	18 (9.7%)	21 (11.3%)	60 (32.3%)	3.61	2.09
4	There are benefits we do not have which we should have (RC)	92 (49.5%)	12 (6.5%)	22 (11.8%)	13 (7%)	---	47 (25.3%)	2.77	2.08
Overall Mean and SD of Fringe benefits								3.28	1.27

According to the table 4.5, the highest rated item on the benefits satisfaction subscale was “ The benefits we receive are good as most other organization offer.” to which the staffs indicated close to Agree very much 60(32.3%). The lowest rated item on the benefits satisfaction subscale was “There are benefits we do not have which we should have.” To which they indicated closely to disagree Moderately 12 (6.5%). This indicates that the perception of respondents is positive towards the benefit they offer. The mean for the subscale was (3.28 and SD = 1.27). This shows that the employees were ambivalent satisfied with benefit.

Table 4.6**Percentage and Descriptive Statistics of the Contingent Reward Dimension Items of Job Satisfaction**

No.	Item	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much	Mean	SD
1	There are few rewards for those who work here (RC)	81 (43 %)	42 (22.6 %)	21 (11.3 %)	15 (8.1%)	15 (8.1%)	12 (6.5%)	2.33	1.58
2	I don't feel my efforts are rewarded the way they should be. (RC)	20 (10.8 %)	3 (1.6 %)	1 (5 %)	14 (7.5 %)	60 (32.3%)	88 (47.3%)	4.90	1.56
3	I don't feel that the work I do is appreciated (RC)	22 (11.8%)	16 (8.6%)	15 (8.1 %)	41 (22%)	43 (23%)	49 (26.3%)	4.15	1.66
4	When I do a good job, I receive the recognition for it that I should receive	23 (12.4%)	14 (7.5%)	23 (12.4%)	20 (10.8%)	26 (14%)	80 (43%)	4.35	1.81
Overall Mean and SD of Contingent Reward								3.93	0.76

Table 4.6 presents the highest rated item on the contingent reward satisfaction subscale was “ I don't feel that the work I do is appreciated ” to which respondents indicated Agree very much 88(47.3%). The lowest rated item on the contingent reward satisfaction subscale was “There are few rewards for those who work here” to which they indicated Agree very much 12(6.5%) . This indicates that majority perception of respondents is don't feel rewarded as their effort. The mean score in this study was reward (M= 3.93, SD= 0.76). This implies the mean score for reward fell within the range of 3.00- 3.99. This may suggest that the employees were ambivalent with reward.

Table 4.7

**Percentage and Descriptive Statistics of the Operational Procedures Dimension Items of
Job Satisfaction**

No.	Item	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much	Mean	SD
1	Many of our rules and procedures make doing a good job difficult (RC)	27 (14.5 %)	60 (32.3%)	42 (22.6%)	12 (6.5%)	20 (10.8%)	25 (13.4 %)	3.06	1.62
2	My efforts to do a good job are seldom blocked by red tape.	21 (11.3%)	16 (8.6 %)	14 (7.5 %)	42 (22.2%)	68 (36.6%)	25 (13.4%)	4.05	1.53
3	I have too much to do at work. (RC)	30 (16.1%)	24 (12.9 %)	14 (7.5%)	57 (30.6%)	41 (22%)	20 (10.8%)	3.61	1.60
4	I have too much paperwork. (RC)	28 (15.1%)	58 (31.2%)	16 (8.6%)	44 (23.7%)	20 (10.8%)	20 (10.8%)	3.16	1.59
Overall Mean and SD of Operational Procedures								3.47	0.75

Table 4.7 presents the highest rated item on the operating procedures satisfaction subscale was “My efforts to do a good job are seldom blocked by red tape” to which respondents indicated Agree Moderately 68(36.6 %). The lowest rated item on the operational procedure satisfaction subscale was “Many of our rules and procedures make doing a good job difficult” to which they indicated Agree very slightly 12 (6.5%). This indicates that the perception of respondents belief that there is a conducive environment to do their job. The mean score in this study was procedures (M= 3.47, SD= 0.75). This implies the mean score for procedures fell within the range of 3.00- 3.99. This may suggest that the employees were ambivalent with procedures.

Table 4.8**Percentage and Descriptive Statistics of the Coworker Items of Job Satisfaction**

No.	Item	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much	Mean	SD
1	I like the people I work with	28 (15.1%)	22 (11.8%)	26 (14%)	49 (26.3%)	41 (22%)	20 (10.8%)	3.61	1.57
2	I find I have to work harder at my job because of the incompetence of people I work with (RC)	40 (21.5%)	30 (16.1%)	40 (21.5%)	43 (23.1%)	13 (7%)	20 (10.8%)	3.10	1.58
3	I enjoy my coworkers	40 (21.5%)	22 (11.8%)	45 (24.2%)	30 (16.1%)	22(11.8%)	27 (14.5%)	3.28	1.68
4	There is too much bickering (argue about things that are not important) and fighting at work (RC)	26 (14%)	22 (11.8%)	26 (14%)	45 (45.2%)	27 (14.5%)	40 (21.5%)	3.77	1.68
Overall Mean and SD of Coworker								3.44	0.69

Table 4.8 presents the highest rated item on the coworker satisfaction subscale was “There is too much bickering (argue about things that are not important) and fighting at work ” to which respondents indicated Agree Slightly 45(45.2%).The lowest rated item on the coworker satisfaction subscale was “I find I have to work harder at my job work with” to which they indicated Disagree Moderately22 (11.8%). This indicates that there is much bickering in the work place hinder to job satisfaction. The mean score in this study was coworker (M= 3.44, SD= 0.69). This implies the mean score for coworker fell within the range of 3.00- 3.99. This may suggest that the employees were ambivalent with coworker.

Table 4.9**Percentage and Descriptive Statistics of the Nature of Work Items of Job Satisfaction**

No.	Item	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much	Mean	SD
1	I sometimes feel my job is meaningless RC)	59 (31.7%)	19 (10.2%)	3 (1.6%)	17 (9.1%)	14 (7.5%)	74 (39.8%)	3.69	2.20
2	I like doing the things I do at work	24 (12.9%)	23 (12.4%)	28 (15.1%)	36 (19.4%)	33 (17.7%)	42 (22.6%)	3.84	1.69
3	My job is enjoyable	12 (6.5%)	15 (8.1%)	33 (17.7%)	34 (18.3%)	29 (15.6%)	63 (33.9%)	4.30	1.59
4	I feel a sense of pride in doing my job	21 (11.3%)	23 (12.4%)	40 (21.5%)	31 (16.7%)	18 (9.7%)	53 (28.5%)	3.87	1.72
Overall Mean and SD of Nature of work								3.92	1.23

Table 4.9 presents the highest rated item on the nature of work satisfaction subscale was “My job is enjoyable” to which respondents indicated Agree Very much 63(33.9%) .The lowest rated item on the nature of work satisfaction subscale was “I sometimes feel my job is meaningless” to which they indicated Agree very much 74(39.8%). This indicates that respondents are felt enjoy with their job. The mean score in this study was nature of work (M= 3.92, SD= 1.23). This implies the mean score for nature of work fell within the range of 3.00-3.99. This may suggest that the employees were ambivalent with nature of work.

Table 4.10**Percentage and Descriptive Statistics of the Communication Items of Job Satisfaction**

No.	Item	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much	Mean	SD
1	Communications seem good within this organization	21 (11.3%)	20 (10.8%)	23 (12.4%)	25 (13.4%)	14 (7.5%)	83 (44.6%)	4.29	1.83
2	The goals of this organization are not clear to me (RC)	20 (10.8%)	17 (9.1%)	15 (8.1%)	15 (8.1%)	57 (30.6%)	62 (33.3%)	4.38	1.70
3	I often feel that I do not know what is going on with the organization (RC)	15(8.1%)	17 (9.1%)	15 (8.1%)	30 (16.1%)	15 (8.1%)	94 (50.5%)	4.58	1.71
4	Work assignments are not fully explained (RC)	15(8.1%)	17 (9.1%)	15 (8.1%)	19 (10.2%)	39 (21%)	81 (43.5%)	4.57	1.67
Overall Mean and SD of Communication								4.45	1.43

According to the table 4.10, the highest rated item on the Communication satisfaction subscale was “I often feel that I do not know what is going on with the organization” to which the respondents indicated close to Agree very much 94(50.5%) . The lowest rated item on the communication satisfaction subscale was “communications seem good within this organization.” To which they indicated closely to Agree Moderately 83(44.6%). This indicates that the respondents believe that there is no good communication within the districts. But total mean for the subscale was($M=4.54$ and $SD = 1.43$). This shows that the employees were satisfied with communication. This finding is in line with the study of Kakakhel et al (2015).

Table 4.11

Summary about the Level of Employees' Job Satisfaction

Subscale	Summated subscale score	Satisfaction level
Pay	16.08	Satisfied
Promotion	13.76	Ambivalent
Supervision	19.79	Satisfied
Fringe benefits	13.14	Ambivalent
Contingent reward	15.73	Ambivalent
Operating procedures	15.88	Ambivalent
Coworker	13.76	Ambivalent
Nature of work	15.07	Ambivalent
Communication	17.82	Satisfied
Overall Job satisfaction	141.66	Ambivalent

Note: Summated subscale satisfaction scores are interpreted as follows: 4.00-11.99 = dissatisfied, 12-15.99 = ambivalent, and 16-24 = satisfied.

Therefore, the highest mean score of employee job satisfaction dimension pertains to supervision was (M = 4.95, SD= .069). This mean score was the highest among all the other facets of job satisfaction. This implies the mean score for supervisor fell within the range of 4-6. This finding is related to with the finding of (Ting, 1997) that found the condition relationship between the leader and subordinates the higher the job satisfaction rate would be.

The second highest mean score of employee job satisfaction components pertains to communication (M=4.45,SD= 1.43). This implies the mean score for communication fell within the range of 4-6. This suggests that the staff members were satisfied. Communication satisfaction includes fell satisfied from various aspects of communication in an organization (Becker, 1993). Results show that there are significant and positive relation between communication and job satisfaction.

The third highest mean score of employee job satisfaction dimensions pertains to pay (M=4.02,SD= 1.39). This implies the mean score for communication fell within the range of 4-6. This finding is related to with the finding of Luthan (1998) which reported pay as an important instrument satisfying the higher level of people.

Data on table 4.7 states that respondents are ambivalent satisfied with operational procedure which implies that most of the rules and procedures of the organization make doing a good job easy and facilitate efforts to do good job which according to Spector(1985) it is important factor that contribute to employee job satisfaction.

According to the data on table 4.6 respondents are also ambivalent satisfied with contingent reward the organization provides and they feel that their effort and good jobs are recognized, appreciated. According to Robbins (1993) employees' dissatisfaction may result if employees that their effort are not recognized or that their rewards are not equitable. Therefore, the contingent reward the organization is providing currently is perceived as adequate by the respondents.

Data on table 4.9 shows that respondents are ambivalent satisfied with nature of work within the organization that compromises items meaningfulness of work, enjoyably and sense of pride on the job. This finding consistent with the finding of Saari and Judge (2004) the work situation matter in terms of job satisfaction which was found to be true in this study as well.

Data on table 4.8 respondents are also ambivalent satisfied with coworker that compromises with items such as people work with, enjoyably of worker, competent and easy work. This finding is in line with Luddy (2005) finding that coworkers' relationship affects job satisfaction.

According to the data on table 4.3 respondents are also ambivalent satisfied with promotion opportunities and they feel that the organization provide too little chance of

advancement and growth which according to Herzberg's dual factor theory (1996) are among the major intrinsic factor that lead to job satisfaction.

Generally, the overall job satisfaction of employees' scored (mean=3.88, SD=.33). The mean score indicates job satisfaction is above the dissatisfaction level which is 3.5. Therefore, it can be conclude that majority of the respondents have ambivalent overall job satisfaction. Previous studies show that organization with more satisfied employees tend to be more effective than organization with fewer satisfied employees as job satisfaction leads to organizational citizenship behavior.(Robbins and judge,2013).

4.4. Descriptive Statistics of Organizational Commitment

The organizational commitment survey tool contained 18 questions, compromising of Five Point Likert Scale (Strongly Disagree to Strongly Agree). To describe the mean score of the participants, mean score measurement used by Pihie (2009) was applied where mean score of <3.39 considered as low, mean score of 3.4-3.79 as moderate and mean score of >3.8 as high.

Table 4.12**Percentage and Descriptive Statistics of the Affective Commitment Items of Organizational Commitment**

No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
1	I really feel as if this organization's problems are my own	95 (51.1%)	31 (16.7%)	12 (6.5%)	10 (5.4%)	38 (20.4%)	2.27	1.602
2	I would be very happy to spend the rest of my career in this	113 (60.8%)	-----	45 (24.2%)	1 (5%)	---	2.69	1.05
3	I do not feel like "part of my family" at this organization (RC)	1(5%)	123 (66.1%)	42 (22.6%)	20 (10.8%)	--	2.43	.68
4	I do not feel emotionally attached to this organization (RC)	----	37 (19.9%)	132 (71.7%)	17 (9%)	---	2.89	.52
5	This organization has a great deal of personal meaning for me	---	41 (22%)	100 (53.8%)	22 (11.8%)	23 (12.4%)	3.15	.904
6	I do not feel a strong sense of belonging to this organization (RC)	5 (2.7%)	128 (68.8%)	40 (21.5%)	13 (7.0%)	---	2.32	.64
Overall Mean and SD of Affective Commitment							2.62	0.59

Table 4.12 presents the highest rated item on the affective organizational commitment subscale was "This organization has a great deal of personal meaning for me." to which the respondents indicated close to Neutral 100(53.8%) The lowest rated item on the affective organizational commitment subscale was "I really feel as if this organization's problems are my own." To which they indicated closely to Agree 10(5.4%) . This indicates that the perception of the respondents did not know whether they have emotional attachment with organization .The mean for the subscale was(M=2.62 and SD = 0.59). This shows that the employees were lower

affective organizational commitment. This implies that majority of respondents have no emotional attachment with the organization.

Table 4.13

Percentage and Descriptive Statistics of the Normative Organizational Commitment

No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
1	I do not feel any obligation to remain with my organization (RC)	102 (54.8%)	21 (11.3%)	--	12 (6.5%)	51 (27.4%)	2.40	1.76
2	Even if it were to my advantage , I do not feel it would be right to leave	53 (28.5%)	28 (15.1%)	1 (5%)	11 (5.9%)	93 (50%)	3.34	1.80
3	I would feel guilty if I left this organization now	63 (33.9%)	18 (9.7%)	1 (5%)	11 (5.9%)	93 (50%)	3.28	1.85
4	This organization deserves my loyalty	5 (2.7%)	10 (5.4%)		5 (2.7%)	166 (89.2%)	4.70	.926
5	I would not leave my organization right now because of my sense of obligation to it	2 (1.1%)			16 (8.6%)	168 (90.3%)	4.87	.49
6	I owe a great deal to this organization	1 (5%)		1 (5%)		184 (98.9%)	4.97	.294
Overall Mean and SD of Normative Commitment							3.92	0.80

According to the table 4.13 the highest rated item on the normative organizational commitment subscale was “I would not leave my organization right now because of my sense of obligation to it .” to which the respondents indicated close to Strongly Agree 168(90.3%) . The lowest rated item on the normative organizational commitment subscale was “I don’t feel any organization to remain with my organization.” To which they indicated closely to Strongly Agree51(27.4%).This indicates that the perception of the respondents is positive towards their

organization. The mean for the subscale was($M=3.92$ and $SD = 0.80$). This shows that the employees were moderate normative organizational commitment. Thus, the finding indicates that respondents feel high sense of duty, loyalty or moral obligation that made them stay with the organization.

Table 4.14

Percentage and Descriptive Statistics of the Continuance Organizational Commitment

No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
1	It would be very hard for me to leave my job at this	--	39 (21%)	--	116 (62.4%)	31(16.7%)	3.75	.975
2	Too much of my life would be disrupted if I leave my organization	----	30 (16%)	2 (1.1%)	83 (44.6%)	71 (38.2%)	4.05	1.02
3	Right now, staying with my job at this organization is a matter of necessity as much as desire	2 (1.1%)	3 (1.6%)	30 (16.1%)	77 (41.4)	74 (39.8)	4.17	.833
4	I believe I have too few options to consider leaving this organization	3 (1.6%)	1 (5%)	46 (24.7%)	71 (38.2%)	65 (34.9%)	4.04	.87
5	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere	22 (11.8%)	3 (1.6%)	25 (13.4%)	60 (32.3%)	76 (40.9%)	3.89	1.29
6	One of the major reason I continue to work for this organization is that leaving would require considerable personal sacrifice	3 (1.6%)	4 (2.2%)	1 (5%)	13 (7%)	165 (88.7%)	4.79	.70
Overall Mean and SD of Continuance Commitment							4.26	1.22

According to the table 4.14 the highest rated item on the continuance organizational commitment subscale was “ One of the major reasons I continue to work for this organization is that leaving would require considerable .” to which the respondents indicated close to Strongly Agree 165(88.7%) .The lowest rated item on the continuance organizational commitment subscale was “One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.” To which they indicated closely to strongly agree76(40.9%) . This indicates that majority of respondents stay primarily to avoid losing something of value. The mean for the subscale was(M=4.26 and SD = 1.22). This shows that the employees were higher continuance organizational commitment. Thus, high mean score of continuance organizational commitment of respondents demonstrate that they need to stay due to some fear sacrifice cost associated with leaving the organization.

Generally, the overall job satisfaction of employees’ scored (mean=3.69, SD=.5136). The mean score indicates organizational commitment is above the dissatisfaction level which is 3. Therefore, it can be conclude that majority of the respondents have moderate overall organizational commitment.

4.4. Correlation Analysis of Job Satisfaction Dimensions and Organizational Commitment

A correlation is a statistic device that measures the strength or degree of a supposed linear association between two or more independent and dependent variables or it is a test used to measure the interdependency of the variables. According Zikmund et,al (2009), correlation is useful in exploiting relation among variables. And for this study Pearson correlation was used which estimates a relationship between two or more interval variables.

The sample correlation coefficient, denoted by r , ranges between -1 and +1 and it quantifies the strength of linear association between the variables. If $r=-1$ there is perfectly

negative correlation between the variable and if $r=0$, there is no relation between the variables and if $r=1$ there is perfectly positive relationship between the variables. Thus, to measure correlation in this study Pearson correlation coefficient was used in order to answer the relationship between each job satisfaction dimension and organizational commitment and the relationship between employee job satisfaction and overall organizational commitment.

Table 4:15

Correlations Matrix

	Pay	Promotion	Supervision	Fringe Benefit	Contingent Reward	Operational Procedure	Coworker	Nature of work	Communication	Overall OC	Overall Job satisfaction
Pay	1										
Promotion	.699**	1									
Supervision	.290**	.383**	1								
Fringe Benefit	-.468**	-.499**	-.370**	1							
Contingent reward	-.463**	-.435**	-.231**	.382**	1						
Operational procedure	-0.046	-.217**	-0.13	.345**	0.072	1					
Coworker	0.07	-.149*	-.264**	.180*	0.083	.423**	1				
Nature of work	.548**	.841**	.339**	-.478**	-.396**	-.356**	.253**	1			
Communication	-.502**	-.734**	-.333**	.373**	.497**	.171*	.170*	-.664**	1		
Overall organizational Commitment	.622**	.620**	.472**	-.383**	-.431**	-.169*	0.098	.546**	-.635**	1	
Overall Job Satisfaction	.648**	.630**	.278**	0.008	-0.018	.256**	.286**	.509**	-.205**	.375**	1
** <i>. Correlation is significant at the 0.01 level (2-tailed).</i>											
* <i>. Correlation is significant at the 0.05 level (2-tailed).</i>											

According to the data table 4.15. the correlation represent statistically significant positive relationship between pay and overall organizational commitment ($r = 0.622, p < 0.01$), between promotion and overall organizational commitment ($r = 0.620, p < 0.01$), nature of work and overall organizational commitment ($r = 0.546, p < 0.01$), supervision and overall organizational commitment ($r = 0.472, p < 0.01$),

According to the data presented on table 4.15, fringe benefit and organizational commitment are negatively and significant correlated ($r = -0.383, P < 0.01$). This study is contrary with the study Sinclair et.al (2005).

According to the data presented on table 4.15 contingent reward and overall organizational commitment are negatively and significant correlated ($r = -0.431, P < 0.01$). This finding is contrary with the study of Gupta (1975).

According to the data presented on table 4.15, operational procedure and overall organizational commitment are negatively and significant correlated ($r = - 0.169, P < 0.05$) .This finding is line with the study of Lumely et.al(2011)

According to the data presented on table 4.15, communication and overall organizational commitment are negatively and significant correlated ($r = -0.635, P < 0.01$). This finding is contrary with the study of Kakahel et.al (2015).

As can be seen from the above table, overall all job satisfaction is positively and significantly correlated with organizational commitment($r = 0.375, p < 0.01$).

4.5 Multiple Regression

Multiple regression analysis was used to determine the effect of two or more independent variable on over dependent variable. Multiple regression analysis also helps in understanding how much of the variance in dependent variable explained by a set of predictors. The coefficient

determination is represented by R² which can take any value between 0 and +1. It measures the proportion of the variation in a dependent variable that can be explained statically by the independent variable (Saunders, Lewis & Thornhill,2016).

Table 4.16. Multiple regression between job satisfaction Dimension and organizational commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 ^a	.585	.564	.33911
a. Predictors: (Constant), Job satisfaction, promotion, coworker, contingent reward, supervision, operational procedure, Fringe Benefit, pay, Communication, nature of work				

In order to realize contribution job satisfaction dimensions (pay, promotion, supervision, fringe benefit, reward, operational procedure, coworker, nature of work and communication) to organizational commitment, standard multiple regression analysis was employed. The regression model presents how much of the variance in organizational commitment is explained by the dimensions of job satisfaction. As shown in table 4.17 above, 58.4% variation in organizational commitment is explained by job satisfaction dimension(where by R square is .585 and adjusted R square is .564) and the rest variations may be due to other factors or reasons not considered in this study. Accordingly, the independent variables job satisfaction (pay, promotion, supervision, fringe benefit, reward, operational procedure, coworker, nature of work, and communication) explains 56.4% variations in organizational commitment.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.578	9	3.175	27.612	.000 ^b
	Residual	20.240	176	.115		
	Total	48.817	185			
a. Dependent Variable: Overall organizational Commitment						
b. Predictors: (Constant), Job satisfaction ,promotion, coworker, contingent reward, supervision, operational procedure, Fringe Benefit, pay, Communication, nature of work						

On the above table, the ANOVA table shows the overall significance / acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value .000, which is less than $p < 0.05$, implies the model is significant. This indicates that the variation explained by the model is not due to chance.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.859	.398		7.192	.000
	Pay	.138	.027	.376	5.043	.000
	Supervision	.192	.042	.257	4.625	.000
	Fringe Benefit	.024	.025	.059	.942	.347
	Contingent reward	-.027	.040	-.040	-.677	.499
	Operational Procedure	-.058	.040	-.084	-1.432	.154
	Coworker	.028	.043	.037	.652	.515
	Communication	-.128	.027	-.356	-4.687	.000
	Nature of work	.017	.040	.040	.414	.680
	Promotion	-.010	.031	-.037	-.323	.747
	Job satisfaction	.576	.105	.375	5.493	.000
a. Dependent Variable: Overall Organizational Commitment						

As it is stated earlier in first chapter, this study aims to identify the effect of independent variables on the dependent variable. Thus, the strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via standardized Beta coefficient. Hence, the regression coefficients explain the average amount of change in dependent variable that caused by a unit of change in the independent variable.

Finally, based on the analysis of the data only two hypothesis are accepted; H1 (There exists significant positive relationship between pay and overall organizational commitment.) , H3 (There exists significant positive relationship between supervision and overall organizational commitment.), But the remaining six hypothesis are rejected

4.6. Hypothesis Testing

H1: There is significant relationship between pay and organizational commitment.

To test this hypothesis regression was conducted and statistically significant positive relationship was found between pay and overall organizational commitment ($\beta=.138$, $p < 0.05$). Thus, Hypothesis 1 is accepted .This study is in line with the study of Yang et al (2008).

H2: There is significant relationship between promotion and organizational commitment.

To test this hypothesis regression was conducted and statistically insignificant negative relationship was found between promotion and overall organizational commitment ($\beta= -.010$, $p >0.05$). Thus, Hypothesis 2 is rejected. This study in line with Guthangu, Iravo & Namusonge (2015) the promotion practice had little or no influence on the organizational commitment. But the finding is contrary with the study of Mustapha and Zakari (2013).

H3: There is significant relationship between supervision and organizational commitment.

To test this hypothesis regression was conducted and statistically significant positive relationship was found between supervision and overall organizational commitment ($\beta=.192$, $p < 0.05$). Thus, Hypothesis 3 is accepted. This finding is in line with the study of Setton et al (1996).

H4: There is significant relationship between fringe benefit and organizational commitment.

To test this hypothesis regression was conducted and statistically insignificant positive relationship was found between fringe benefit and overall organizational commitment ($\beta=0.24$, $p > 0.05$). Thus, Hypothesis 4 is rejected. This finding is contrary with the study of Lea and Wright (2005).

H5: There is significant relationship between contingent reward and organizational commitment.

To test this hypothesis regression was conducted and negative and not statistically significant relationship was found between contingent reward and overall organizational commitment ($\beta = -0.27$, $p > 0.05$). Thus, Hypothesis 5 is rejected. This finding is contrary with the study of Gupta (1975) and Spector (1985).

H6: There is significant relationship between operational procedure and organizational commitment.

To test this hypothesis regression was conducted and negative and not statistically insignificant relationship was found between operational procedure and overall organizational commitment ($\beta = -.058$, $p > 0.05$). Thus, Hypothesis 6 is rejected. This finding is contrary with the study of Lumley et al (2011).

H7: There is significant relationship between coworker and organizational commitment.

To test this hypothesis regression was conducted and positive but not statistically significant relationship was found between coworker and overall organizational commitment ($\beta = -.028$, $P > 0.05$). Thus, Hypothesis 7 is rejected. This finding is contrary with the study of Luddy (2005).

H8: There is significant relationship between nature of work and organizational commitment.

To test this hypothesis regression was conducted and positive but statistically significant relationship was found between nature of work and overall organizational commitment ($\beta = 0.17$, $P > 0.05$). Thus, Hypothesis 8 is accepted. This finding is in line with the study of Saari and Judge (2004).

H9: There is significant relationship between communication and organizational commitment.

To test this hypothesis regression was conducted and negative but statistically significant relationship was found between communication and overall organizational commitment ($\beta = -.128$, $p < 0.05$). Thus, Hypothesis 9 is rejected. This finding is contrary with the study of Allen (1992).

H10: There is significant relationship between job satisfaction and organizational commitment.

To test this hypothesis regression was conducted and statistically significant positive relationship was found between job satisfaction and overall organizational commitment ($\beta = .576$, $P < 0.05$). Thus, Hypothesis 10 is accepted. This finding is in line with the study of Admot ,(2007) and Zahra,(2013).

Table 4.17**Summary of Hypothesis Result**

Hypothesis	p-value	Result
H1: <i>There is significant relationship between pay and organizational commitment.</i>	.000	Supported
H2: <i>There is significant relationship between promotion and organizational commitment.</i>	.747	Not Supported
H3: <i>There is significant relationship between supervision and organizational commitment.</i>	0.000	Supported
H4: <i>There is significant relationship between fringe benefit and organizational commitment.</i>	.347	Not Supported
H5: <i>There is significant relationship between contingent reward and organizational commitment.</i>	.494	Not Supported
H6: <i>There is significant relationship between operational procedure and organizational commitment.</i>	.154	Not Supported
H7: <i>There is significant relationship between coworker and organizational commitment.</i>	.515	Not Supported
H8: <i>There is significant relationship between nature of work and organizational commitment.</i>	.680	Not Supported
H9: <i>There is significant relationship between communication and organizational commitment.</i>	0.000	Not Supported
H10: <i>There is significant relationship between job satisfaction and organizational commitment</i>	0.000	Supported

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The chapter presents the general findings of the research in the context of the central ideas underpinning the objectives of this research. The key components of the chapter include the summary of findings, recommendations and conclusion.

5.1. Summary of the Findings

The findings of the study based on the research question have been summarized as follows:

- For this study sample respondents were 102(54.8%) of the total male while 84 (45.2%) were female, regarding the age distribution of the respondents 60.5%) of the respondents are under 40 years ,thus this means that the respondents are mostly middle-aged and young. In relation to educational status 104 (55.9%) respondents had a Degree. Thus, the data shows that more respondents of have first degree.
- The findings from the descriptive statistics the overall organizations commitment level of employees was high Affective lower level , normative and continuance organizational commitment high level of mean score
- The mean score of the study indicated that there was ambivalent level of overall job satisfaction. Where most employees were satisfied with the level of pay, supervision and communication.
- Respondents were uncertain about their satisfaction with operational procedure, nature of work, coworker and fringe benefit..
- Totally the sample respondents of the selected districts have an average level towards their job with the average mean 3.88 that is equivalent with ambivalent.

- Correlation results can be summarized as follows. The result from the current research indicates that there is significant positive relationship with the pay, promotion, supervision, and nature of work. Furthermore, fringe benefit, contingent reward, operational procedure, communication and coworker negative but statistically significant relationship exist between them and organizational commitment.
- Regression analysis results of the study indicates that Pay, supervision, and job satisfaction has effect on organizational commitment of employees. The H1,H3, and H10 was accepted as finding proved, but promotion, fringe benefit, contingent reward, nature of work, coworker, and communication has no effect on based on the result study

5.3. Conclusion

The job satisfaction level of employees in the selected districts is ambivalent. Employees satisfied with pay, supervision and communication. It implies that employees need to satisfy on other job satisfaction dimension.

The organizational commitment level of employees in the selected districts is high Commitment profile of employees in the selected districts can be plotted based on mean score as high continuance organizational commitment (cost-based) moderate normative organizational commitment(obligation based) and lower affective (desired-based). Thus, it can be inferred that most of the employees are staying with the organization because of due to costs of leaving.

Significant positive relationship exists between dimensions of job satisfaction such as pay has significant relationship with overall organizational commitment, promotion has significant relationship with overall organizational commitment, supervision has significant relationship with overall organizational commitment and nature of work has significant relationship with over

all organizational commitment. Thus it can be inferred that improving each dimension of job satisfaction helps to increase employees organizational commitment.

Pay, supervision, and job satisfaction is a significant predictor of organizational commitment.

5.4. Recommendation

The result of the study shows that the overall job satisfaction level of employees is ambivalent though employees were satisfied with pay, supervision and communication. And they are ambivalent with promotion, fringe benefit, contingent reward, nature of work and coworker.. Thus, in order to address employees uncertain satisfaction level policy makers and leaders of the sub city and districts should pay more attention in improving the ambivalent job satisfaction dimensions thorough providing high attention for less satisfied job dimension. Thus, it can be inferred that improving job satisfaction dimension of employees helps to enhance organizational commitment.

The finding of the study shows that organizational commitment level of employees in the selected districts is high with commitment profile high continuance organizational commitment (cost-based) ,normative organizational commitment (obligation-based) and affective organizational commitment (desired based). Thus, in order to improve employees' commitment the districts need to work on improving employees sense of belongingness and their emotional attachment.

Since the job satisfaction of employees is positively linked to their organizational commitment, therefore the administrators of the districts should ensure that the employees working at their organization remain highly satisfied with their jobs, so that the employees remain committed to their organization, and the occurrence of developing lowly committed employees could be prevented.

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Appendix 1–Questionnaire

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
MA in Human Resources Management
Questionnaire to be Filled by Employees**

Dear respondents,

The aim of this study is to assess the perceived level of employees' job satisfaction and organizational commitment in the organization and to examine if job satisfaction has effect on employees' organizational commitment. Organizational commitment refers to employees' identification with a particular organization and its goals and wishes to remain a member. And job satisfaction refers to a positive feeling about a job, resulting from an evaluation of its characteristics. Therefore, this questionnaire is designed to survey the perceived employees' job satisfaction and perceived organizational commitment of employees in District Ten employees. your genuine and open response is highly valuable and has great contribution for the success of the study. Thus, I kindly request you to go through all questions and respond honestly. Your responses will be kept confidential.

If you have any questions or concerns please call 0913013044, GIZAW. Mark (√) on the space provided. Thank you for your precious time and cooperation.

I. Demographic Information

1. Sex: 1. Male 2. Female

2. Age _____

1. <30

2. 30-40

3. 41-50

4. >50

3. Educational status

- 1. Below 12th grade
- 2. Diploma
- 3. first degree
- 4. second degree and above

4. Work experience in this organization

- 1. < 5 years
- 2. ≥ 5-10 years
- 3. 10-15 years
- 4. >15 years

Part I- Perceived Job satisfaction

INSTRUCTION: Please read each statement and indicate your opinion by using the rating scale given below by putting “√” in the appropriate box.

No.	Items	Disagree Very much (1)	Disagree Moderately (2)	Disagree slightly (3)	agree slightly (4)	agree moderately (5)	agree very much (6)
	Pay						
1	I feel I am being paid a fair amount for the work I do. የሚከፈለኝ ክፍያ ከስራዬ ጋር ተመጣጣኝ እንደሆነ ይሰማኛል						
2	I feel unappreciated by the organization when I think about what they pay me. ተቋሙ የሚከፈለኝ ክፍያ ሊከፈለኝ ከሚገባው መጠን ያነሰ ነው						
3	I feel satisfied with my chances for salary Increases ባሉኝ የደብዳቤ ምዝገባ ለየሚገኝት ዕድሎች እርካታ ይሰማኛል						
4	Raises are too few and far between. የደብዳቤ ምዝገባ/ዕርካታ የሚገኝት ዕድሎችው ስን ከመሆናቸው ባሻገር በደመወዝ ምዝገባ ሪፖርቶች መካከል ያለው የጊዜ ርቀት ስፊት ነው						

Promotion							
5	There is really too little chance for promotion on my job በሥራ-ቦታዬ ዕድገት ለማግኘት ያለው ዕድሌ በጣም ጠባብ ነው						
6	Those who do well on the job stand a fair chance of being promoted. በሥራቸው ጥሩው ጤት ያስመዘገቡ ሠራተኞች የተሻለ ዕድገት የማግኘት ዕድል አላቸው						
7	People get ahead as fast here as they do in other places. ሌላ ተመሳሳይ የሥራ-ቦታ አንድ ሠራተኛ ሊያድግ በሚችልበት ፍጥነት በዚህ ተቋምም ተመሳሳይ የማድረግ ዕድል አለ						
8	I am satisfied with my chances for Promotion የደረጃ ዕድገት ለማግኘት ባሉኝ ዕድሌ ሎች እርካታ ይሰማኛል						
Supervision							
9	My supervisor is quite competent in doing his/her job የቅርብ ሃላፊዬ ሥራውን/ሥራዋን በአግባቡ ለማከናወን የሚያስችል ብቃት አለው/ላት						
10	My supervisor is unfair to me. የቅርብ ሃላፊዬ እኔን በተመለከቱ ጉዳዮች ላይ ሚዛናዊነት ይጎድለዋል/ላታል						
11	My supervisor shows too little interest in the feelings of subordinates. የቅርብ ሃላፊዬ ስን በሥሩ ላሉ ሠራተኞች ስሜት በዙ ግድ የለውም						
12	I like my supervisor ለቅርብ አለቃዬ ጥሩ ስሜት አለኝ						
Fringe Benefits							
13	I am not satisfied with the benefits I receive በማግኘት ጥቅም ጥቅም ደስተኛ አይደለሁም						
14	The benefit package we have is equitable. በተቋሙ ያለው የጥቅም ጥቅም ማዕቀፍ ፍትህ ይኖረዋል						
15	The benefits we receive are as good as most other organizations offer. የምናገኛቸው ጥቅም ጥቅም ሌሎች መስጠት ተቋማት						

	ከሚሰጡት ጋር ተመሳሳይና ተቀራራቢ ነው						
16	There are benefits we do not have which we should have. በጥቅማጥቅም ማዕቀፍ ውስጥ ሊካተቱ የሚገባቸው ነገር ግን ያልተካተቱ የጥቅማጥቅም አይነቶች አሉ						
Contingent Rewards							
17	There are few rewards for those who work here በዚህ ተቋም የሚሰሩ ሠራተኞች የሚያገኙት ጥቅማጥቅም በአይነት በጣም ውስን ናቸው						
18	I don't feel my efforts are rewarded the way they should be. ለድካሜ ተመጣጣኝ የሆነ ማበረታቻ እያገኘሁ እንደሆነ አይሰማኝም						
19	I do not feel that the work I do is appreciated. የምሰራው ሥራ ተገቢ ውጭ ቅና እንደተሰጠው አይሰማኝም						
20	When I do a good job, I receive the recognition for it that I should receive. በሥራዬ ጥሩ ውጤት ሳስመዘገብኩ ሥራው ጤቴ ጋር ተመጣጣኝ የሆነ ዕውቅና አገኛለሁ						
Operating Procedures							
21	Many of our rules and procedures make doing a good job difficult አብዛኛዎቹ የምንሰራባቸው ደንብና መመሪያዎች የተሻለ ሥራ ለመስራት የማያመቻቸው ናቸው::						
22	My efforts to do a good job are seldom blocked by red tape. የተሻለ ሥራ ለመስራት የማደርጋቸው ጥረቶች አልፎ አልፎ ካልሆነ በስተቀር በአላስፈላጊ የአሰራር ቢሮክራሲ አይስተጓጎሉም						
23	I have too much to do at work. ከፍተኛ የሆነ የሥራ ጫና አለብኝ						
24	I have too much paperwork. በዙሪያዎቼ ሥራዎች አሉብኝ						
Coworkers							
25	I like the people I work with አብረያቸው በምሰራው ሰራተኞች ደስተኛ ነኝ						
26	I find I have to work harder at my job because of the incompetence of people I work with የሥራ ባልደረቦቼ የብቃት ማነስ ግርያል ባቸው በመሆኑ በዙሪያዎቼ ንእኔ እንዳከናውን						

	ይጠበቅብኛል						
27	I enjoy my coworkers. በስራባልደረሰቼደስተኛነኝ						
28	There is too much bickering (argue about things that are not important) and fighting at work. በጣምብዙአላስፈላጊጭቅጭቆችናግጭቶችበሥራቦታይከሰታሉ						
	Nature of work						
29	I sometimes feel my job is meaningless. አንዳንድጊዜሥራዬምንምአይነትአስተዋፅኦአንደሌለውይሰማኛል						
30	I like doing the things I do at work. በሥራቦታበምስራቸውሥራዎች/ተግባራትደስተኛነኝ						
31	My job is enjoyable የምስራውሥራአስደሳችነው						
32	I feel a sense of pride in doing my job. በምስራውሥራኩራትይሰማኛል						
	Communication						
33	Communications seem good within this organization በተቋሙውስጥያለውተግባቦት/የመረጃልውውጥጥሩይመስላል						
34	The goals of this organization are not clear to me የተቋሙግቦችናሊያሳካቸውየሚፈልጋቸውአላማዎችለኔግልፅአይደሉም						
35	I often feel that I do not know what is going on with the organization በአብዛኛውበተቋሙውስጥምንእየተካሄደእንደሆነእንደማላውቅይሰማኛል						
36	Work assignments are not fully explained የሚሰጡየሥራትዕዛዞችበሚገባአይብራሩም/ግልፅአይደሉም						

Part II-Perceived organizational commitment

	Scale Items	Disagree very much	Disagree	Neutral	agree	Agree very much
	Affective organizational commitment					
1	I really feel as if this organization's problems are my own የተቋሙችግርችልክየራሴችግርየሆኑያህልይሰማኛል					
2	I would be very happy to spend the rest of my career in this ቀሪየሥራዘመኔንበዚህተቋምባጠናቅቅበጣምደስይለኛል					
3	I do not feel like "part of my family" at this organization የተቋሙአንድአካልየመሆንስሜትአይሰማኝም					
4	I do not feel 'emotionally attached' to this organization ከዚህተቋምጋርጥሩየሆነየስሜትቁርኝትአለኝብዬአላምንም					
5	This organization has a great deal of personal meaning for me ይህተቋምለኔከስራቦታነትያለፈየተለየአወንታዊትርጉምአለው					
6	I do not feel a strong sense of belonging to this organization ለተቋሙየሚሰማኝየባለቤትነትስሜትደካማነው					
	Normative Organizational Commitment					
7	I do not feel any obligation to remain with my organization በተቋሙአንድቆይየሚያደርግምንምአይነትየሞራልግዴታአይሰማኝም					
8	Even if it were to my advantage , I do not feel it would be right to leave ተቋሙንመልቀቅለያስገኛልኝየሚችለውጥቅምቢኖርአንኳን ተቋሙንመልቀቅትከክልአንደሆነአይሰማኝም					
9	I would feel guilty if I left this organization now አሁንላይተቋሙንለቁቁቢሄድበመልቀቁየምፀፀትይመስለኛል					
10	This organization deserves my loyalty ተቋሙየኔታማኝነትይገባዋል					
11	I would not leave my organization right now because of my sense of obligation to it አሁንላይተቋሜንአልለቅምምከንያቱምአዚህአንድቆይየሚያደርግሞራልግዴታይሰማኛል					
12	I owe a great deal to this organization የተቋሙብዙውለታአለብኝ					
	Continuance Organizational Commitment					
13	It would be very hard for me to leave my job at this					

	አሁን ላይ ተቋሙን መልቀቅ በፈለግ እንኳን ሥራዬን መልልቅ በጣም ከባድ ነው የሚሆነው					
14	Too much of my life would be disrupted if I leave my organization አሁን ላይ ሥራዬን መልቀቅ የህይወቴን በዙገፅ ታያዘባዋል					
15	Right now, staying with my job at this organization is a matter of necessity as much as desire በአሁኑ ወቅት በዚህ ተቋም መቆየት የፍላጎት ወይም የምርጫ ጉዳይ ብቻ ሳይሆን የህልውና ምግብ ማድረግ ነው					
16	I believe I have too few options to consider leaving this organization ተቋሙን ስለ መልቀቅ ለማሰብ ያሉኝ ሌሎች አማራጮች በጣም ውስን እንደሆነ ይሰማኛል					
17	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere በዚህ ተቋም ያለኝን ሥራ መልቀቅ ከሚያስከትላቸው ግድግዳዎች አንዱ ሌላ ላባ ታይሥራ ስራ ልምድ ሆኖ ሁኔታ አሳሳቢ ሆኑ ነው					
18	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice በተቋሙ እንደ ቆይታ ለረገጥኝ ምናም ከንደቶች አንዱ ተቋሙን መልቀቅ በዙገፅ ጋራ ማድረግ ከሚገባቸው ጠቃሚ ነው					