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Addis Ababa University

Faculty of Business and Economics

Department of Management

**The Effects of Organizational Climate on Employee Commitment:
The Case of Ethiopian Ministry of Revenue Large Taxpayers Branch
Office**

By: Girum Negash

Advisor: Zelalem G/Tsadik (Ph.D.)

**A Thesis Submitted to Addis Ababa University Faculty of Business &
Economics Department of Management in Partial Fulfilment of the
Requirement for the Award of Master of Science Degree in Management.**

July 2021

Addis Ababa, Ethiopia

ADDIS ABABA UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

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DECLARATION

I, the signatory declare that this study entitled “The Effects of Organizational Climate on Employee Commitment: The Case of Ethiopian Ministry of Revenue Large Taxpayers Branch Office” is my individual work. I have done the research work by myself with the individual guidance and support of my research advisor. This research work has never been submitted for any degree or diploma fulfillment program in this or any other institutions and that all sources of materials used for the research have been rightly acknowledged.

Declared by

Name: **Girum Negash**

Signature: _____

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Place: Addis Ababa, Ethiopia

Advisor: **Zelalem G/Tsadik (Ph.D.)**

Signature: _____

Date: _____

CERTIFICATE

This is to certify that I Girum Negash has done this research work on the topic study entitled “The Effects of Organizational Climate on Employee Commitment: The Case of Ethiopian Ministry of Revenue Large Taxpayers Branch Office”. The work is suitable for submission for partial fulfillment of Master of Science Degree in Management Specialization in Total Quality Management and Organizational Excellence

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Examiner: _____ Signature _____ Date _____

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ABSTRACT

The main purpose of this study was to examine the effect of organizational climate on employee commitment in the case of Ethiopian Ministry of Revenues large taxpayer office. To undertake the study, a quantitative research approach was applied, and structured questionnaires were adopted from previous research works and self-administered by

employees at Ethiopian Ministry of Revenues large taxpayer office. Out of a sample of 80 target respondents, 68 of them were able to complete the questionnaires. The relationship between the variables was analyzed using explanatory research designs and used descriptive and inferential statistics. The data gathered in the study further assessed using the Statistical Package for Social Science (SPSS) 20 statistical program via a number of statistical methods and test techniques (i.e. frequency distribution, correlation, and regression). The results of the study established that organizational climate dimensions which were discussed in this study (Support, Fairness, Trust, Autonomy, Reward and Recognition and cohesion of team workers) have positive association with employee's organization commitment and they are antecedents of organizational commitment of employees. The research finding also indicated that affective and normative commitment dimensions of employees' commitment are correlated significantly with organizational climate. However, Continuance commitment dimension is lacked significant correlation with the organizational climate. Hence, the change in organizational climate factors experienced in an organization necessarily changes the Organizational commitment of employees. Therefore, this finding is important for relevant organization to improve organizational climate perception of employees and this will ultimately increase organizational commitment of employees. Therefore, by Ministry of Revenue should give due emphasis in improving organizational climate dimensions in the workplace to bolster organizational commitment of employees.

Key Words: organizational climate, employee commitment.

CHAPTER ONE

INTRODCUTION

1. 1. Background of the study

To improve productivity, performance and predict future fate of an organization, managers should understand the human resources, attitude and behaviours of the workforce.

Organizational commitment in the organization can be one of the many aspects that should be studied so as to measure workforce loyalty to an organization within a firm climate. These days, companies tend to create a convenient atmosphere and appropriate working environment to improve performance, raise job satisfaction, reduce employees' turnover intention and absenteeism and ultimately improve workers' involvement and loyalty to the organization.

As of different authors explains Organizational Climate has been described as an experientially based description of the work environment and, more specifically, employees' perceptions of the formal and informal policies, practices and procedures in the organization Schneider, (2008). Haritha and Subrahmanyam, (2013) dictate, that organizational climate is an important variable in thriving organizations because, firms that are capable of creating environments that employees consider as caring and, in that regard, achieve their maximum potential are considered as a major source of competitive advantage. Organizational climate influences the morale & attitude of an individual towards his work & his environment and it designates the quality of co-operation, the extent of members' commitment to organizational drive & the effectiveness with which the objective will be translated into results (Chauhan et al., 2011).

On the other hand, Organizational commitment occurs when an employee is involved or identifies oneself with the organization (Meyer & Allen, 1984). Organizational Commitment is multidimensional, and it is an outcome of one's evaluation of his/her workplace (Cohen, 2007). And also, Sheldon, (2010) defines it as an individual's attitude or orientation to a firm that attaches the individual's identity to the company. Organizational commitment is the tendency of social actors to allocate their authority and loyalty to social systems (Hosseini M., Talebian Nia H., 2015). The general approach to organizational commitment is an important factor to understand organizational behaviour and a good predictor of an employee's staying on the job (Moradipour & Chamran, 2009).

As to Hosseini M., Talebian Nia H, (2015) organizational commitment is one of the major motivational aspects which form the identity of individuals in the organization and cause them to involve in the organization, assimilate with it, or relish being its member.

A committed employee can advance growth and excellence in the firm, and lack of committed employee may decline the quality of services and products and deter the

organization's performance Hosseini M., Talebian Nia H, (2014) and Rafiee N., Bahrami M.A., Entezarian S. (2015)

According to Meyer and Allen (1997), organizational commitment can be categorized as affective commitment, normative commitment, and continuance commitment. Affective commitment created when employee develop emotional attachment towards his/her organization whereas continuance commitment is the outcome of employee fear of job loss and finally normative commitment occurs when employee feel a sense of obligation about his/her organization.

A poor organizational climate branded by absence of trust, collaboration, accountability, lack of support, nonexistence of fair practice. And these contextual factors, may lead to low productivity and perhaps high employee turnover intention, and low employee commitment of employees. A correlation between organizational climate and organizational commitment help to illuminate the concept of the organizational commitment, which has been prophesied to be a consistent predictor of employee behaviours such as turnover intention and absenteeism (Shiverick B. et al. 2009). As result, employee commitment to the organization is crucial issue in today's working system. Plenty of researches have tried to assess the factors that influence to forms of commitment (Coetzee, 2005; Lichi et al. 2006). As such, the aim of this study was assessing the relationship between organizational commitment and organizational climate in the Ethiopian Ministry of Revenues Large Taxpayers office environment.

1.2. Statement of the problem

An organizational climate in a particular organization is constantly challenged by the increasing number of changes impacting organizations today. A handful of Preceding organizational climate researches have been conducted (Nuseir and Arora, 2010; Benjamin, 2012; Fauziah et al. 2010; Iqbal, 2007; Jyoit 2013; McMurray and Scott and Pace, 2004) their study findings depicted that there is a positive and significant relationship between organizational climate constructs and employees' organizational commitment.

Nevertheless, these researches were undertaken across an assortment of industries and organizations in foreign countries and their empirical studies have produced different conclusions. Additionally, some organizational climate dimensions they considered in their research were squarely different in their respect studies. Conversely, it is found out that organization climate varies from industry to industry and from country to country (Muchinsky, 1976).

The organization climate dimensions related to employees' organizational commitment and the way of influence that organizational climate has on organizational commitment of employees within an industry is better to be thoroughly studied so that it will bring about organizational commitments. Precise empirical study of organizational climate in the Financial industry, especially in Ethiopia is in some way inadequate and the Ministry of Revenue was cautiously selected to undertake this study.

If organizational climate has such paramount importance in organization and on employees' attitude and behaviour, and if a research is required on the relationship between organization climate and organizational commitment, the significance relationship of organization climate constructs and organizational commitment, organization climate study was incomplete, so a study ought to be conducted in this area. Therefore, the aim of this study was to examine the relationship between organization climate and organizational commitment in general and effects of organizational climate constructs on organizational commitment in particular. Henceforth, to see organization climate experienced in Ethiopian Ministry of Revenues large taxpayers' office and fill the gap that presently exists in the areas of the relationship of organization climate and organizational commitment research.

1.3. Research Questions

The study answered the following questions:

- ❖ What is the relation between employee commitment and organisation climate and its constructs i.e., autonomy, cohesion of team workers, trust, support, reward & recognition and fairness?
- ❖ What is the effect of organisation climate on employee commitment?

1.4. Objectives of the study

1.4.1. General objective

The general objective of the study is to investigate the relationship between organizational climate and Employee's commitment and influence of organizational climate on employee commitment in case of Ethiopian Ministry of Revenues large taxpayers' office.

1.4.2. Specific objectives

- ❖ To examine relationship between organizational climates dimensions (Autonomy, Cohesion of Team workers, Trust, Support, Rewards and Recognition and Fairness) with employees Commitment in case of Ethiopian Ministry of Revenues large taxpayers' office.

- ❖ To assess the effect of organizational climate on employee's commitment in case of Ethiopian Ministry of Revenues large taxpayers' office.

1.5. Scope of the study

This study is explanatory in nature, and it studies the organizational climate and employee commitment and only limited to Ethiopian Ministry of Revenues large taxpayers' office. This research includes permanent employees working in Ethiopian Ministry of Revenues large taxpayers' office in year 2021G.C. The study investigates the degree of aspects of organizational climate on employee commitment.

This study examines organizational climate dimensions (Autonomy, Cohesion of Team workers, Trust, Support, Rewards and Recognition and Fairness) as independent variables to measure Relationship between dependent variables which are employees Commitment.

1.6. Significance of the Study

The primary benefit of this study would be for the researcher. And The result of the study would provide information the extent to which comprehensive implementation of organizational climate practices would affect employee's organizational commitment. This research will mostly be helpful for management, employees, stakeholders, and other decision makers.

The study also benefits to Ethiopian Ministry of Revenues large tax payers' office with this insight of identifying and developing better organizational climate that maximizes employees' Commitment.

Yet again, the study would be useful to leaders and managers in the institutions may have the information necessary to increase organizational commitment by making a relationship between organizational climate and employee commitment. The outcome study is useful in planning future management development scheme of organization.

Finally, the study will also be useful for future researchers, students and academicians. Or it provides insight or starting point for other researchers and the findings of the study used as a reference to conduct research in similar or related fields and reduce the literature gap observed in the area of leadership style on employees' productivity particularly in Ethiopian context.

1.7. Organization of the study

This study has contained a total of five chapters. The contents of the chapters presented as follows: Chapter one presents introduction part of the paper. This chapter includes background of the study, the statement of problem, objectives, significance, scope, limitations and how the whole thesis is organized or structured. Chapter two presents review of related literature: This chapter consists of review in detail the literature available. Chapter three provides the research design and methodology part of the study. This chapter describes different aspects of the methodology that will use in the study. The fourth chapter explained data analysis and presentation. Finally, the fifth chapter of this paper contained the findings, conclusion and recommendations.

CHAPTER TWO

LITRATURE REVIEW

2. Introduction

This section of the study covers pertinent conceptual issues, theoretical framework and empirical review related to the topic of the study. It comprises the definition and concept such as organization climate, Organizational commitment and relationships between organization climate and Organizational Commitment by stressing on preceding research in this area and present reviewed Literature relevant to this study.

2.1. Theoretical literature review

As discussed before there is a general agreement that organizational climate is a multidimensional concept, and that a number of typical dimensions could be described, measurement and dimension of organizational climate different based on purpose of investigation. The dimensions utilized to measure organizational climate in this study are: Reward and recognition, Autonomy, Cohesion, Trust, Support, Fairness. Therefore, in the next section the identified organizational climate dimension and their relationship with organizational commitment will be discussed as theoretical framework for the study which can be used as a base for developing the research hypotheses which show the relationship between organizational climate and organizational commitment.

2.1.1. Employees Perception of Trust on Manager

Trust can be defined as someone's expectations, assumptions or beliefs about the probability that another's future activities will be useful or at least not harmful to one's benefits (Robinson, 1996, cited in Sanna Malinen, et al 2013). Trust is a crucial ingredient of organizational effectiveness, and its role in the workplace is increasingly attracting the attention of organizational scholars (Afsar & Seed, 2010).

Low employee trust contributes to further organizational dysfunctions, from increased stress, absenteeism and lower performance to greater turnover and an unwillingness to behave in ways that contribute positively to organizational functioning. Organizational trust is shown as an important factor in improvement of organizational commitment and realization of organizational aims. Trust in a firm may affect all events of the firm's climate of trust in the company and bonds employees and management together and allows them to trust each other and act without limit.

2.1.2. Perception of Rewards and Recognition

Rewards indicate all financial and non-financial benefits that an individual gets through his/her employment relationship with a firm (Newman, 2010). Reward recognises the sensation of being rewarded justly and equitably in addition to the perceived organization's promotion guidelines. If an employee feels that he or she is unlikely to obtain a good evaluation or promotion even after having great endeavours in such a working environment, he or she will probably search for another job elsewhere (Jeswani & Dave, 2012).

2.1.3. Employees' Perception of Support

Mullen et al. (2006) examined that training effects respondents, outcomes, commitment and transfer of training, due to training there is great change in the perception of perceived organizational support, and this change may be negative or positive and can be understood by observing pre and post training tests.

2.1.4. Employees Perceived of Autonomy

According to Choudhury (2011) Autonomy is defined as freedom or independence to practise power without any anxiety or fear. It means giving freedom to the employee to enjoy power of a position but within certain limits set by the organization. Management understands employee's feelings and motivates them to take the accountability. Autonomy increases with the responsibility of a person. The result of autonomy is advancement of shared respect between employees and management and assurance among employees. Effective delegation can bring proper autonomy in the organizational climate (Choudhury, 2011).

Reasonable autonomy creates an organizational climate where employee's commitment can be nurtured and developed. They also indicated that the lack of autonomy and the use of close supervision in organizations result in diminished performance and employee stress.

2.1.5. Employees Perception of Fairness

Fairness in organizations is important because it affects behaviours and results in the workplace, and can foster effective functioning of organizations (Cropanzano, Bowen, & Gilliland, (2007).2009). In the study, researchers proposed a model of organizational justice that integrates current justice theories with research in sense-making and social cognition to describe the processes through which perceptions of fairness within the workplace change (Jones & Skarlicki, 2012).

2.1.6. Employees Perception Cohesion Team workers

Hosseini (2012) defined teamwork as defined by "as a cooperative process that allows ordinary people to achieve /extraordinary results. A crew has shared goal or drive where team members can exhibit effective, shared relationships to achieve team goals. Astri (2011) also stated that, teamwork facilitates the meeting of affiliate needs within the workplace and has been directly connected to organizational commitment.

2.1.7. The Concept of Organizational Commitment

Abdullah (2012) stated that Commitment is a sort of bond between an employee and the organization he is working for. The strength of this bond is dependent on various factor and Organizational commitment has a strong relation with the employee behaviour.

2.1.8. The Dimensions of Organization Commitment

Affective commitment involves three aspects such as the formation of an emotional attachment to an organization, identification with, and the desire to maintain organizational membership. In this context, affective commitment reflects the identification and commitment situation where the employees stay in the organization with their own will (Allen & Meyer, 1990; Meyer et al., 2004)

According to Meyer and Allen (1997) Continuance organizational commitment refers to the awareness of cost linked with the departure from the organizations. In continuance commitment, the individual weigh the disadvantages of leaving the organization and refrain from quitting. employees with high levels of continuance commitment refrain from quitting the organization because they have no option. Thus, the employee keeps his organization membership thinking it might cost him too much to leave the organization (Allen & Meyer, 1990).

According to (Allen & Meyer, 1990) those with high levels of normative Commitment stay with an organization because they feel they ought to remain. According to Schneider (2003), normative organizational commitment is the moral duty the individual develops after the company has invested on him or her.

2.1.9. Integration of Organizational Climate and Organization Commitment.

One way for employees to repay their organization is to increase commitment to the organization (Cropanzano& Mitchell, 2005).

According to Cropanzano& Mitchell (2005), social exchanges are „voluntary actions“ which may be initiated by an organization’s treatment of its employees, with the expectation that such treatment will eventually be reciprocated in kind. The exact nature and extent of future returns is a function of personal obligation, gratitude and trust in the organization.

As discussed above, organizational climate is the atmosphere that employees perceive in their organizations by practices, procedures and rewards. Putting it in a perspective, employees respond to work settings according to how they observe these environments and important functional concern in perception is the extent to which employees perceive themselves as being generally benefiting in contrast to being individually harmed or hindered by their environment.

Therefore, the premises of the relationship between organizational climate and organizational commitment are based on the social exchange theory by Cropanzano and Mitchell (2005) who argues that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. A dissatisfied worker may be able to solve his or her problem by leaving the job. If the source of dissatisfaction relates to organization-wide policies, organizational turnover is likely. Employees who are unable to change their situation or physically remove themselves from the situation may psychologically withdraw themselves from their jobs (Noe, Hollenbeck, Gerhart, & Wright, 2005).

2.2. Empirical Review of the Studies

There are no plenty researches available on organizational climate and organizational commitment to date. Most studies focus on the relationship of organizational climate with some of the result variables such as performance, productivity, job satisfaction, organization citizenship behaviour, intention to leave, turnover, labour management relations which play a crucial role in determining the overall wellbeing of any industrial organization.

Some researchers found a positive relationship amongst the two variables. As For example, Mojtahedzadeh, Suzan and Mastaneh (2011) in their Study concluded that there is a significant correlation between organizational climate and commitment to the institution.

They used seven of organizational climate dimension that are responsibility, structural, intimacy, reward, supporting identity and rules with commitment. Their finding demonstrated that all dimension positively associated to organization commitment.

The study of Astri (2013) on Organizational Climate as Predictor of Organizational Commitment had explored the relationship between organizational climate dimension and the three organizational commitment dimensions and found out that there is the significant relationship between dimension of organizational climate (i.e. autonomy, trust, cohesion,

support, pressure, innovation, fairness, and recognition) with organizational commitment (affective, continuance, and normative commitment).

Zhang (2010) study has demonstrated that, organizational climate has significantly and positively affected organization effectiveness like employee's organization commitment and collective self.

Fauziah et al. (2010) study established that the association between many of dimensions of organizational climate and organizational commitment showed that organizational climates have significantly and positively related to organizational commitment. Their finding also indicate that continuance commitment has no correlations with some specific organizational climate dimension such as design, teamwork, and decision-making dimension of organization climate while and also their results shows that normative commitment has no correlation with decision-making dimension of organization climate.

Research finding of Benjamin (2012) on HR Climate and Employee Commitment in Nigerian Banks show that a human resource climate influences Affective Commitment more than it does for Continuance and Normative Commitment. It is also show that although HR climate positive correlates with both Normative and Continuance Commitment, the relationship is not so strong. Affective Commitment is defined as individual's psychological attachment to the firm. Observed that those who perceive a positive human resource development within an organization are more likely to have higher feelings of affective commitment

Bekele(2014) his results of the study indicate that organizational climate has a significant positive relationship with employees' organizational commitment. All climate dimensions used in his study (Trust, Support, Autonomy, Fairness, Reward, and Teamwork) have significant positive relationship organizational commitment.

Organizational climate also has significant relationship with the two organizational commitment dimensions (Affective and Normative) but no significant relationship was found with countenance commitment.

However, the majority of empirical studies discussed above are based on different context and some organizational climate variables they included in their study were different within their respect studies. Despite those studies were generally conducted on different sectors of organizations, yet there have been few researches conducted in Ethiopia organizations.

Seid (2018) Result indicated that organizational climate dimensions which (Support, Fairness, Trust, Autonomy, Reward and Recognition and cohesion of team workers) have poor positive and negative association with employee's organization commitment and they are not more likely antecedents of organizational commitment of employees.

2.3. Conceptual framework

2.3.1. Concepts of Organizational Climate and Employee Commitment

2.3.1.1. Concept of Organizational Climate.

Organizational climate is a perception of the psychologically important aspects of the work environment and recognized as a potential influence on employees' workplace behaviour and job satisfaction (Haritha and Subrahmanyam, 2013).

As Haritha and Subrahmanyam (2013) organizational climate possesses the following characteristics: Climate can potentially influence an individual's behaviour. It refers to the feeling of an organization. Climate is generally considered to be a molar construct that can change over time. It is perceived by and shared among organizational members, which can result in consensus among individuals. It consists of global impressions of the organization that members form through interacting with each other and organizational policies, structures and processes.

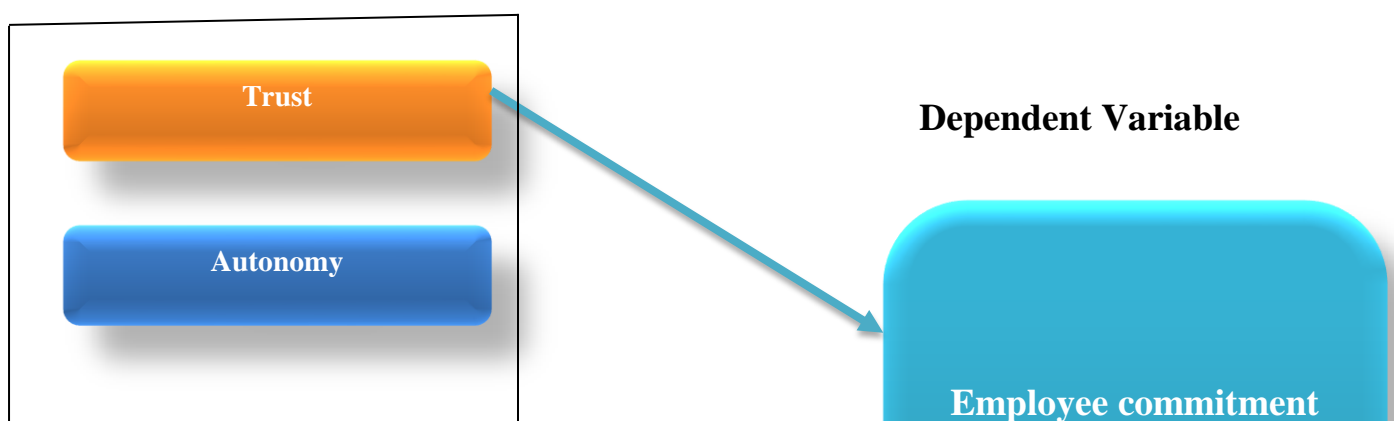
2.3.1.2. Organizational Climate Dimensions

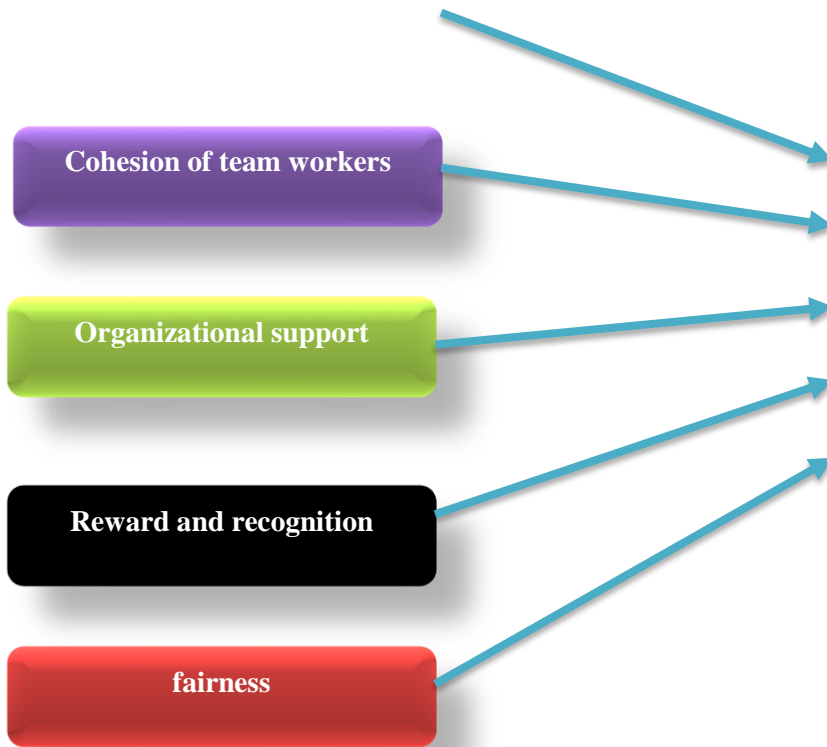
The dimensions utilized to measure organizational climate in this study are: Reward and recognition, Autonomy, Cohesion, Trust, Support, participation, Fairness.

Organizational climate has significant relationship influence on organizational Commitment. Therefore, in this study Organizational Commitment will be taken as dependent variable while, Organizational climate is as independent variable. In the independent variable organizational climate includes six dimensions such Trust on supervisors, organizational support, Reward and recognition, Fairness, Autonomy and cohesion of team workers.

Independent Variable

Organizational climate





Source: Developed from literature for the study

Figure: - 2.1 Developed from literature for the study

Based on the framework, it can be hypothesized that:

H1: There is a positive relationship between Trust and employee's commitment.

H2: There is a positive relationship between Reward & recognition and employee's commitment.

H3: There is a positive relationship between Fairness and employee's commitment.

H4: There is a positive relationship between Support and employee's commitment.

H5: There is a positive relationship between Autonomy and employee's commitment.

H6: There is a positive relationship between Team work and employee's commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

3. Introduction

This research was planned to be carried out at Ethiopian Ministry of Revenues Large Taxpayers office Addis Ababa. This part describes the methodologies that were used in this

study. It covers the selection of the research design, research approach, data type and source of data, data gathering procedure and instruments, sampling and sampling techniques and data analysis techniques in addition to a suitable justification associated with each approach.

3.1. Research Design

The research design for this study would be the Cross-sectional method to assess the relationship between organizational climate and organizational commitment of employees in Ethiopian Ministry of Revenues Large Taxpayers office Addis Ababa. In cross-sectional method, independent and dependent variables are measured at the same point in time using a survey or questionnaire (Creswell, 2005). The objective of this research was to find if there is a relation between the predictor variable i.e., organizational climate and the response variable i.e. organizational commitment. Thus, the study could also have said to be correlation in design since there is a will to examine the relationship between dependent and independent variable of the study. According to Reid (1987) Correlation research aims to determine if there is a significant association between two variables. Creswell (2005) also clarified that the correlational research method is valuable for finding the type of association, explaining complex relationships of several factors that describe an outcome, and predicting an outcome from one or more predictors. Additionally, the influence of independent variable (organizational climate) on the dependent variable (organization commitment) would be undertaken through regression analysis. Creswell (2005) proclaimed that, regression is used for explanation of a relationship amongst variables that the researcher interested in determining whether one or more variables may impact another variable.

3.2. Research approach

The research approach which is employed for this study is Quantitative in Nature. Quantitative study involves analysis of data and information that are descriptive in nature and qualified (Sekaran, 2003).

Quantitative approach is one in which the investigator primarily uses postpositive claims for developing knowledge, i.e., cause and effect relationship between known variables of interest or it employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistics data (Creswell, 2003).

3.3. Study Population

The target population of this study is an employee who works on Ministry of Revenues Large Taxpayer office in 2021 G.C. Among the members I will use permanent employees for study as target. It was strongly presumed that the various branches of the ministry function in a similar manner in light of policies, procedures and practices throughout the branches that are located in different geographical areas of the country.

3.4. Sample Size Determination

For this study from 330 total Employees of Ethiopian Ministry of Revenues large taxpayers' office 80 employees were randomly selected to respond the questionnaires.

Due to time and financial limitations and the nature of the population sample determination method developed by Carvalho (1984), was applied to determine a sample size from total population of 330.

Table 3.1.sample size determination

Population size	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: Carvalho (1984)

3.5. The Sampling Technique

To avoid arbitrary generalization, the study is conducted by drawing representative samples from population. Amin (2005), who suggest that sampling is important in selecting population. This study used probability sampling design and stratified and simple random sampling using lottery methods. The stratified random sampling used by segmenting the workers based on their departments and after segmenting the worker they used simple random sampling using lottery methods.

3.6. Data Source

Primary source of data is helpful to undertake the study. Data was gathered through questionnaires for all variables from the sample chosen respondents. According to Biggam (2008), primary data is the information that the researcher finds out by himself regarding a specific topic. Therefore, the respondents' response through questionnaire was used as a primary source of data.

3.7. Data gathering technique and tool

The questionnaire has been used to collect the primary data from the employees of the on Ministry of Revenues Large Taxpayer office, which was self-administered by the researcher to the respondents. To attain the purpose of this study, close-ended questions were used to measure dependent and independent variable. The five-point Likert-type scale method used to assortment of responses which are strongly disagree, disagree, Neutral, Agree, and strongly agree, with a numeric value of 1-5, respectively. This method ensures that the study ability to assess the responses and measure it quantifiably so that trend and pattern analysis may be undertaken so as to answer the research questions. the measuring instrument used in this research therefore structured in such a way that data on individuals' perception were collected. The measuring instrument can be described as a self-report questionnaire, whereby the participants had to indicate the degree to which they agreed or disagreed with each statement in every dimension in the questionnaire. The instruments used in this study adopted from previous studies. Allen and Meyers organizational commitment questionnaire (1990) was used to measure organizational commitment and De Cottis and Koys (1991) organizational climate questionnaires with some modification were used to assess organizational climate and to obtain quantitative information about organization climate and employees commitment.

3.8. Data Analysis Methods

Once data is collected, it will be necessary to use statistical techniques to analyse the information. As this study is quantitative in nature, data was entered and analysed using IBM SPSS Version 20.

Correlation analysis statistical tools were employed to address the objectives of the research and to test relationship between the two variables. Regression analysis was undertaken to find out the effect of independent variable (organizational climate) on dependent variable (organization commitment). Hence, both the strength of the relationship between variables and the influence of independent on dependent variable was assessed.

3.9. Validity and Reliability

Validity explains how well the collected data covers the actual area of investigation (Ghauri & Gronhaug, 2005). Validity basically means “measure what is intended to be measured” (Field, 2005). And also, Validity is the degree to which a measure accurately represents what it is supposed to. It is concerned with how well the concept is defined by the measure(s). Therefore, this study tried to address validity through criterion validity. Criterion-related validity usually includes any validity strategies that focus on the correlation of the test being validated with some well-respected outside measure(s) of the same objectives or specifications. Another version of criterion-related validity is called predictive validity. Predictive validity is the degree of correlation between the scores on a test and some other measure that the test is designed to predict. way to depict criterion related evidence is by using an expectancy table easy to understand a key Index used is correlation coefficient: symbolized by “r” indicates degree of relationship that exists between the score’s individuals obtain on two instruments.

+ Relationship = both scores are high or both scores are low

- Relationship = one score is high and the other is low

The adequacy of the sample is assessed by Kaiser Meyer Olkin (KMO) in SPSS. The sampling is adequate or sufficient if the KMO value of is greater than 0.5 (Field,2000). According to Pallant (2013) the value of KMO should be 0.6 and above. Kaiser (1974) presupposes a bare minimum of 0.5 and the value between 0.5 and 0.7 are average, value between 0.7 and 0.8 are good, value between 0.8 and 0.9 are great and value between 0.9 and above are outstanding (Hutcheson & Sofroniou, 1999). Base on the KMO values below, we can conclude that the sampling taken in this research is adequate.

Table: 3.2 Validity Test

Variables	KMO
Trust	0.826
Autonomy	0.821
Cohesion of team workers	0.859
Organizational support	0.847
Reward and recognition	0.793
Fairness	0.846

Source: Own Survey, SPSSv20, (2020)

From the above table, the validity test result is ranging between 0.793 and 0.859 and all values of the variables are above 0.60. According to Brink (1993) it is said to be acceptable measure if the KMO value above 0.60 the questions designed, and content validity is valid and Acceptable.

On the other hand, Reliability is concerned with the internal consistency of the items. Hair et al. (2007) defined reliability as the extents to which a variable or a set of variables is consistent in what it is extended to measure. Therefore, the criteria of Cronbach's alpha for establishing the internal consistency reliability is: Excellent ($\alpha > 0.9$), Good ($0.7 < \alpha < 0.9$), Acceptable ($0.6 < \alpha < 0.7$), Poor ($0.5 < \alpha < 0.6$), Unacceptable ($\alpha < 0.5$).

Table: 3.3 Reliability Test

Variables	Cronbach's Alpha	No Items
Trust	0.834	6
Autonomy	0.860	5
Cohesion of team workers	0.901	7
Organizational support	0.910	8
Reward and recognition	0.967	7
Fairness	0.530	8
		41

Source: Own Survey, SPSSv20, 2020

The above table shows the reliability test for the independent variables (Trust, Autonomy Cohesion of team workers, Organizational support and Reward and recognition).

The internal consistency test for Trust consisted of six questions and the result is 0.834 representing 83.4% scale reliable. The reliability test result for Autonomy consisted of five questions is 0.860 indicating that 86% reliable.

The reliability test result for Autonomy was 0.901 indicating that 90.1% reliable. This result is considered high according to the Alpha Coefficient Range and thus the researcher decided that the questions regarding good governance dimensions are satisfactory.

Thus, all explanatory variables are reliable and acceptable range of Cronbach's Alpha Coefficient. Based on the examination of the research scales and constructs, it can be concluded that each variable represents a reliable construct.

3.10 Model Specification

For all the hypotheses of the study below hypothesis test was used at 95% confidence interval. To know about the impact of the individual dimensions of organization climate on overall employee's commitment, multiple regressions using the following model is run:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e \dots \dots \dots (1)$$

Where, Y = Employees commitment, X1 = Trust, X2 = Reward and recognition, X3 = Fairness, X4 = Support, X5 = Autonomy. X6=Team work

3.11. Ethical Considerations

There are certain ethical protocols that have been followed by the researcher. The first is soliciting explicit consent from the respondents. This ensures that their participation to the study is not out of their own volition.

To ensure unanimity, voluntary participation and confidentiality of respondents a covering letter will prepare explaining the aim of the research, the confidentiality of the responses and instructions for completion. The questionnaire is drawn up containing questions on the variables and demographic data both to the managers as well as their employees and they were asked to complete the questionnaire anonymously and return them directly to the researcher.

3.12. Overview of Target Organization

The Ministry of Revenues is established with proclamation No 256/1994 issued on October 10, 2002 on article 4,5,16 and 26. In accordance with the proclamation the aims, powers and duties bestowed on the former revenue board of proclamation No 5/1987 are fully transferred to the Ministry of Revenue.

In addition, the Ministry is given the responsibility of conducting the revenue sector reform program continuously. Furthermore, the Ministry leads and supervises three affiliated Revenue sectors. Namely: The Federal Inland Revenue (FIRA), The Ethiopian Customs Authority (ECUA) and The National Lottery administration (NLA).

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

This study targets to explore The Effects of Organizational Climate on Employee Commitment: The Case of Ethiopian Ministry of Revenue Large Taxpayers Branch Office. This chapter deals with the analysis and interpretation of the collected data at the Ministry of

Revenue. The collected data were analyzed and interpreted using descriptive and inferential statistics.

4.1 Response Rate

Mugenda and Mugenda (2003) highlighted that a response rate of above 70% found to be very well for data analysis and reporting results. In the course of conducting this study, the researcher distributed survey questionnaires of a total of respondent of 80. Out of which 68 respondents were able to complete the questionnaires. Therefore, response rate achievement is 85% which is with the above criterion. Henceforth, it can be justified that the response rate is complete and adequate to conduct this study.

4.1.1 Demographic Background

In terms of work experience at the institution, 50%t of the respondents had worked for the institution for two up to five years, 26.4% between 6 and 9 years, 16.2% between 10-13 years and the rest 7.4% above 14 years. 60.3% of the respondents were male, 39.7% were female. A respondent was younger than 30 years, 35.2% were between 20-30 years, 43% were between 30-40 years, 16 % were between 40-50years, 5.8% were over the age of 50. Regarding qualification, 3% of the respondents were 2nd degree, 66.2% were 1st degree, and 30.8% were college diploma.

The following table shows the details.

4.1.1.1 Work Experience Distribution

Table 4.1 Table of Work Experience Distribution

Background	Distribution [Years]	Frequency	Percentage
Work experience	2-5	34	50%
	6-9	18	26.4%
	10-13	11	16.2%
	Above 14	5	7.4%
Total		68	100

Source: survey, 2020

As shown above the table the respondents have different work experiences. About 50% of the respondents have 2-5 years of work experiences, 26.4% have 6-9 years' work experience, 16.2% have 10-13 years' work experience and 7.4% have above 14years work experience. Majority of the respondents have 2-5 years' work experience.

The data shown in Table 4.1.1 indicates that most of the participants were workers with less experience (2-5 years) 34 (50%). This might illustrate that most of the employees at the ministry are perhaps young and may lack experiences to carry out their responsibility effectively. This possibly hinders the effectiveness of the ministry. On the contrary, this might be a decent opportunity to the ministry to instrument new best practices and trainings easily, since younger employees are less resistant for change.

4.1.1.2 Gender distribution

Table 4.2 Table of Gender distribution

	Distribution	Frequency	Percentage
Gender	Male	41	60.3%
	Female	27	39.7%
	Total	68	100

Source: survey, 2020

As shown in the above table 60.3% of the respondents are males, and 39.7% of the respondents are females, that is majority of respondents were males.

4.1.1.3 Distribution in terms of Age

Table 4.3 Table of Distribution in terms of Age

	Distribution	Frequency	Percentage
Age	20-30	24	35.2%
	30-40	29	43%
	40-50	11	16%
	Above 50	4	5.8%
	Total	68	100

Source: survey; 2020

As indicated in table4.3 above, 35.2% of the respondents are in the age range of 20-30years old, 43% are in the range of 30-40years old, 16% are in 40-50years old and the rest 5.8% are above 50 years old. Most of the respondents 78.2% are below the age of 40, this probably be a great opportunity to the ministry to introduce new best practices at the organization because

this age group are not simply vulnerable to change and accept reform efforts without much resistant.

4.1.1.4 Distribution in terms level of education

Table 4.4 Table of Distribution in terms level of education

	Distribution	Frequency	Percentage
Level of Education	Diploma	21	30.2%
	First Degree	45	66.2%
	2 nd Degree /Masters of Degree/	2	3%
	Total	68	100

Source: survey; 2020

In order to assess the relationship between organizational climate and employee's organizational commitment, Correlation and regression analysis were conducted for scale typed questionnaire. A total of 80 questionnaires were distributed to employees and 68 (85%) questionnaires were obtained valid and used for analysis. The collected data were presented and analysed using SPSS 20 software version.

The study used correlation analysis to measure the degree of association between different variables under consideration. Regression Analysis was also used to test the effect of independent variable on dependent variable.

Correlations are the measure of the linear relationship between two variables. In this section, correlation analysis conducted in the light of each research objectives. The relationship between organizational climate and employee commitment was Investigated using correlation analysis. This provided correlation Coefficients which indicated the strength and direction of relationship. The p-value also indicated the probability of these relationships significant.

4.2 Correlation analysis between organizational Climate and commitment

Correlation analysis was conducted to know of relationship between Organizational climate and employee's commitment. The correlation analysis undertaken here assists to know the relationship between organizational climate and employee's commitment.

Table 4.5 Correlation Analysis of organizational climate and employee's commitment

	Employees commitment	Organizational

			climate
Organizational climate	R coefficient	1.00	.568**
	p-value		.000
employees commitment	R coefficient	.568**	1.00
	p-value	.000	

Source: Survey, 2020

** . Correlation is significant at the 0.01 level (1-tailed).

As shown on above, there is significant positive relationship between Organizational climate and employees commitment $r = (.568)$, p (one-tailed) $< (0.01)$. Thus, the result shows there is a significant positive relationship between Organizational climate and employee's commitment

Commitment of employees $r = (.606)$, $p < (.05)$. The correlation coefficient value that shows

Table 4.6 Correlation matrix of organizational climate dimension and organizational commitment

	Organizational commitment	Trust	Reward and Recognition	Fairness	Support	Autonomy	Team work
Organizational commitment	1						

Trust	.606**	1					
Reward and Recognition	.548 **	.521 **	1				
Fairness	.328 **	.540 **	.666 **	1			
Support	.616 **	.622 **	.724 **	.570 **	1		
Autonomy	.513 **	.631 **	.600 **	.451 **	.669 **	1	
Team work	.155*	.230 **	.276 **	.378 **	.172 **	.135*	1

****.** Correlation is significant at the 0.01 level (1-tailed).

*****. Correlation is significant at the 0.05 level (1-tailed).

Source: Survey, 2020

The above correlation matrix table (4.2.2) illustrates that there is a significant relationship between trust on managers and organizational commitment of employees ($r=.606$, $p < .05$). The correlation coefficient value that shows Trust dimension and Organization commitment are correlated in strong relationship. As it is indicated on the above table, there is positive relationship between reward and Organization commitment.

The result of correlation analysis shows that Reward, Recognition and Organization commitment have significant and high relationship ($r=0.548$, $p < 0.05$). The above correlation matrix also indicate that support dimension of organizational climate is strong association with organizational commitment with ($r=.616$, $p < 0.05$)

The correlation coefficient ($r=0.328$, $p < 0.05$) of the Fairness indicated that the two variable have medium relationship.

In addition, the correlation analysis out come from above correlation matrix show that Autonomy dimension and organizational commitment has significant relationship ($r=.513$, $p < 0.05$) and the relationship between variable is strong. As it is shown in the table4.3, there is significant relationship between employees' perception of team work and organizational commitment ($r=0.155$ $p < 0.05$) Correlation coefficient of team work and organization

commitment shows that the relationship between variable is weak among the organizational climate dimension in this study.

4.2.1 Correlation between Organizational Climate Dimensions and employee's commitment Dimensions'

The research objective regarding the correlation between the organizational climate and employee's commitment variable was addressed by means of correlation coefficient presented in below table. All of the organizational climate variables were significantly correlated with two of the employees' commitment variables, namely affective commitment and normative commitment.

There were no significant correlations between continuance commitment and any of organizational climate variables. All organizational climate variables that were significantly correlated to the employee's commitment variables had a moderate correlation at either significant level of 0.05 or 0.01

Correlation matrix of organizational climate dimensions and employees commitment dimensions

Table 4.7 Correlation matrix of organizational climate dimensions and employee's commitment dimensions

		Trust 1	Reward & recognition 2	Fairness 3	Support 4	Autonomy 5	Team work 6	Affect commitment 7	Continuance commitment 8	Normative commitment 9
Trust	Pearson Correlation	1								
	Sig.(2-tailed)	.000								
	N	68								
Reward & recognition	Pearson Correlation	.813	1							
	Sig.(2-tailed)	.000								
	N	68	68							
Fairness	Pearson Correlation	.751	.607	1						
	Sig.(2-tailed)	.000	.02							
	N	68	68	68						
Support	Pearson Correlation	.723	.01	.586	1					
	Sig.(2-tailed)	.000	.000	.000						
	N	68	68	68	68					
Autonomy	Pearson Correlation	.642	.811	.800	.753	1				
	Sig.(2-tailed)	.010	.000	.02	.000					
	N	68	68	68	68	68				
Team work	Pearson Correlation	.632	.802	.719	.700	.723	1			
	Sig.(2-tailed)	.000	.000	.000	.002	.000				
	N	68	68	68	68	68	68			
Affect commitment	Pearson Correlation	.627	.562	.312	.640	.553	.532	1		
	Sig.(2-tailed)	.00	.00	.00	.000	.000	.000	.		
	N	68	68	68	68	68	68	68		
Continuance commitment	Pearson Correlation	.029	.024	.032	.091	.020	.057	.065	1	
	Sig.(2-tailed)	.010	.000	.02	.000	0.000	.000	.010		
	N	68	68	68	68	68	68	68	68	
Normative commitment	Pearson Correlation	.378	.346	.231	.382	.299	.099	.372	.324	1
	Sig.(2-tailed)	.010	.000	.000	.000	.000	.000	.010	.050	
	N	68	68	68	68	68	68	68	68	68

**Correlation is significant at the 0.01 level (1-tailed). * Correlation is significant at the 0.05 level (2-tailed).

The Relationship between Organizational Climate and employees Commitment Dimensions

The research objective regarding the relationship between the organizational climate and employee's commitment dimension was addressed by means of Pearson's correlation as presented in above table. Person correlations indicate that organizational climate has significant relationship with affective and normative organizational commitment.

The results also indicate that organizational climate has no significant relationship with continuance commitment. Consistent with previous literature, organizational climate evidenced a strong positive correlation with affective commitment $r = (.550)$, $p < (.05)$.

Individuals who perceived positive organizational climate were in this case more emotionally attached to the organization. In addition, positive correlation between organizational climate and normative commitment was found $r = (.368)$, $p < (.05)$, suggesting that individuals who so feel their organization favourable climate also feel morally obligated to remain with that organization. On another hand countenance organizational commitment has lack significant relationship with organizational climate employees perceived $r = (0.012)$, $p > (0.05)$.

4.3 Regression Analysis

The regression analysis was conducted to know by how much the independent variable explains the dependent variable. It is also used to understand by how much each independent variable explains the dependent variable i.e. Employees' commitment. Therefore, regression analysis of organizational climate dimensions and employee's commitment was conducted, and the results of the regression analysis are presented as following:

4.3.1 Diagnostics of Assumptions in Regression

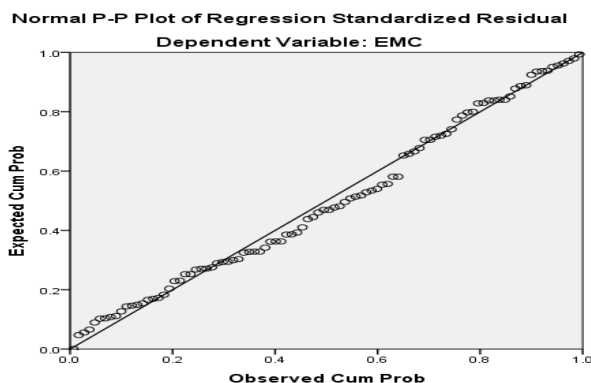
Before conducting a regression analysis, the basic assumptions concerning the original data must be made. This is a mandatory prerequisite in explaining the relationships between dependent and explanatory variables.

Five major assumptions have to be checked and proved to be met reasonably well. In this study these important least square assumptions were checked and explained as below.

4.3.1.1 Linearity

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables (Darlington, 1968). To determine whether the relationship between the independent variable good governance and dependent variable customer satisfactions, is linear; plots of the regression residuals through SPSS V23 software had been used.

Figure 4.1: Linearity test

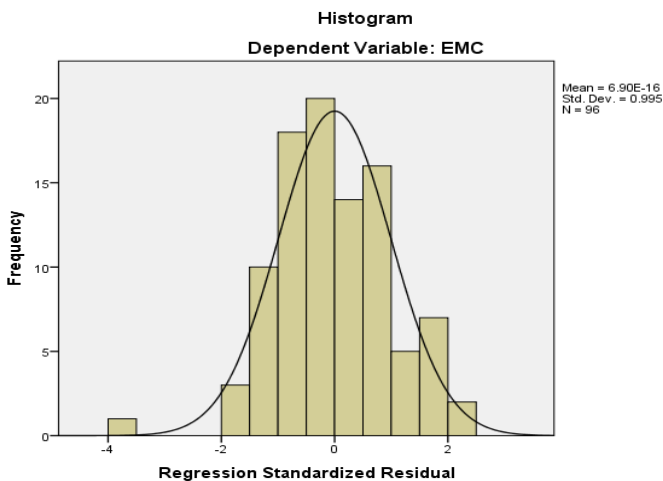


Source: Own Survey, SPSSv20, (2020).

From the above graph the scatter plot of residuals shows no large difference in the spread of the residuals shown from left to right on the diagonal on figure above. This result suggests the relationship we are trying to predict is linear.

4.3.1.2 Normality

Secondly, the linear regression analysis requires all variables to be multivariate normal (Darlington, 1968). This assumption can best be checked with a histogram and a fitted normal curve or a P-P Plot (Keith, 2006). As per the Classical Linear Regression Models assumptions, the error term should be normally distributed or expected value of the errors terms should be zero ($E(u_t) = 0$).

Figure 4.2: Normality test

Source: Own Survey, SPSSv20, (2020).

4.3.1.3. Multicollinearity

The exogenous variables are not auto correlated. For testing the existence of multicollinearity in our model, we used the VIF analysis (Variance Inflation Factor analysis). In the case in which we get $VIF > 3$, then we consider that we do have a multicollinearity relation at the level of our model. As these values are lower than 3, it results that the independent variables are not collinear and thus, the Hypothesis are also confirmed.

4.3.1.4. Autocorrelation Test

Fourthly, linear regression analysis requires that there is little or no autocorrelation in the data. Autocorrelation occurs when the residuals are not independent from each other (Stevens, 2009). While a scatter plot allows you to check for autocorrelations, you can test the linear regression model for autocorrelation with the Durbin-Watson test. The value of Durbin Watson assumes to be between 0 and 4, values around 2 indicate no autocorrelation. From our test, the value of Durbin Watson is about 1.85. Thus, it lies between $0 < 1.85$.

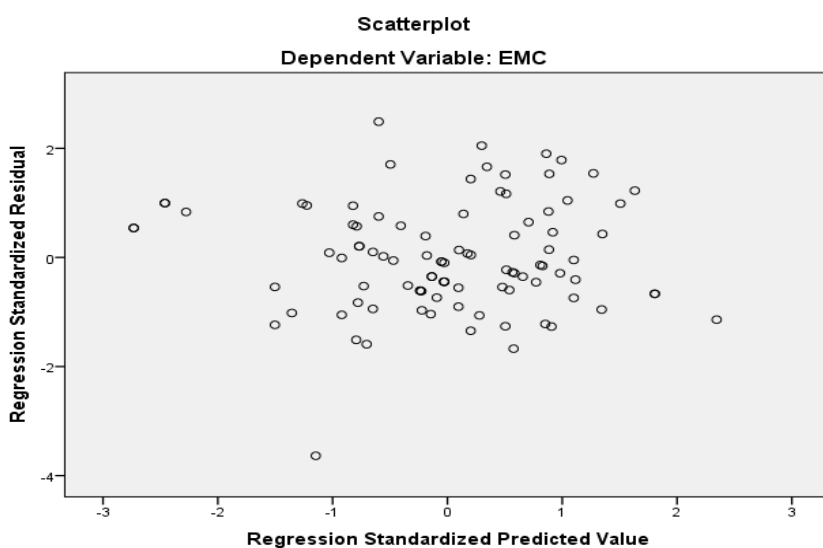
4.3.1.5. Homoscedasticity Test

Lastly, homoscedasticity test, which refers to whether residuals are equally distributed, or presence of equality of variance/homogeneity of variance (Osborn & Waters, 2002).

Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value.

If the error terms are distributed randomly with no certain pattern, then the problem is not harmful for analyses. Figure below shows that the standardized residuals in this research are distributed equally indicating heteroscedasticity is not a serious problem for this data.

Figure 4.3: Homoscedasticity Test



Source: Own Survey, SPSSv20, (2020).

Thus, from an explanation of the information presented in the entire five tests one can conclude that there are no significant data problems that would lead to say the assumptions of regressions have been seriously violated.

Table 4.8: Model Summary

Model Summary										Durbin Watson
Model	R	R Squa re	Adjust ed R Square	Std. Error of the Estimate	Change Statistics					
	R				R Square Change	F Change	df1	df2	Sig. Change	F
1	.763 ^a	.617	.504	.67218	.317	24.375	6	61	.000	1.85

Source: Own Survey, SPSSv20, (2020).

Predictors: (Constant), Trust, Reward & Recognition, Fairness, Support, Autonomy, and Teamwork

From table 4.2, it has been seen that R value is .763. Therefore, R value (.763^a) for the overall organizational climate dimensions suggested that there is a strong effect of these six independent variables on employee's commitment. It can also be observed that the coefficient of determination i.e. the R-square (R²) value is 0.617, which represents that 61.7% variation of the dependent variable (organizational climate) is due to the independent variables (employee's commitment), which in fact, is a strong explanatory power of regression.

Table 4.9: ANOVA^a

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.066	6	11.013	24.375	.000
	Residual	118.378	61	.452		
	Total	173.444	67			

Source: Own Survey, SPSSv20, (2020).

Predictors: (Constant), Trust, Reward & Recognition, Fairness, Support, Autonomy, and Teamwork

Dependent Variable: Employees Commitment

From table 4.3, it is identified that the value of F-stat is 24.375 and is significant as the level of significance is less than 5% ($p < 0.05$). This indicates that the overall model was a reasonable fit and there was a statistically significant association between organizational climate and employee's commitment. Additionally, this also indicated that the null hypothesis is rejected and the alternative hypothesis is accepted. Hence it can be concluded that organizational culture dimensions have a significant impact on employee's commitment.

Table 4.10: Coefficients of model

Employees commitment							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Durbin Watson Results 1.85
		B	Std. Error	Beta			
1	(Constant)	2.149	3.003		.716	.00	
	Trust	0.609	0.322	.569	.340	.01	
	Reward & recognition	0.806	0.101	.719	7.987	.00	
	Fairness	0.565	.523	.476	.316	.03	
	Support	0.246	0.328	.325	.139	.07	
	Autonomy	0.598	0.777	.470	1.156	.04	
	Team work	0.456	0.345	.410	1.180	.03	

Source: Own Survey, SPSSv20, (2020).

Dependent Variable: Employees commitment after estimating the regression equation parameters, the equation above can be written as Regression equation:

$$\text{Employees commitment} = 2.149 + 0.609 (\text{Trust}) + 0.806 (\text{Reward \& recognition}) + 0.565 (\text{fairness}) + 0.246 (\text{support}) + 0.598 (\text{Autonomy}) + 0.456 (\text{Team work})$$

4.3.2. Hypothesis Testing

Based on the regression analysis result the following hypothesis was tested.

Hypothesis 1

Ho: Trust does not have significant impact on employee's commitment.

H1: Trust has significant impact on employee's commitment.

Result discussion: The result of multiple regressions table 4.19 revealed that, there is positive and significant relationship between trust and employee's commitment with the beta value 0.609 and P-value of 0.00 which is less than 0.05.

This implies that, other explanatory variable remains constant, if the mean score value of trust increase by 1unit on average the mean score value of employees' commitment increases by 0.609 unit and significant at 5% significance level.

Decision: The result indicates that trust in the organization significantly predicts organizational commitment of employees. This result is in agreement with H1 which entails "Trust has a significant impact on employees' commitment.

Hypothesis 2

Ho: Reward and recognition does not have significant impact on employee's commitment.

H1: Reward and recognition has positive significant impact on employee's commitment.

Result discussion: The result of multiple regressions table 4.19 revealed that, there is positive and significant relationship between reward and recognition with employee's commitment with the beta value 0.806 and P-value of 0.00 which is less than 0.05. This implies that, other explanatory variable remains constant, if the mean score value of reward and recognition increase by 1unit on average the mean score value of employees' commitment increases by 0.806 unit and significant at 5% significance level.

Decision: This also indicated that the null hypothesis is rejected, and alternative hypothesis is accepted. That means there is positive and significant relationship between reward & recognition and employees' commitment this implies that, when service provider complies with respect to the code of conduct and apply Complaint receiving system, if the office motivates and demonize the employees based on their performance and apply answerability of officials for the effect of their decision, it will lead to increase employee's commitment.

Hypothesis 3

Ho: Fairness does not have significant impact on employee's commitment.

H1: Fairness has positive significant impact on employee's commitment.

Result discussion: The result of multiple regressions table 4.19 revealed that, there is positive and significant relationship between fairness and employee's commitment with the beta value 0.565 and P-value of 0.03 which is less than 0.05.

This implies that, other explanatory variable remains constant, if the mean score value of fairness increases by 1 unit on average the mean score value of employees' commitment increases by 0.565 unit and significant at 5% significance level.

Decision: This also indicated that the null hypothesis is rejected, and alternative hypothesis is accepted. That means there is positive and significant relationship between fairness and employees commitment.

Hypothesis 4

Ho: Support does not have significant impact on employee's commitment.

H1: Support has positive significant impact on employee's commitment.

Result discussion: The result of multiple regressions table 4.19 revealed that, there is insignificant relationship between support and employees' commitment with the beta value 0.246 and P-value of 0.07 which is greater than 0.05. This implies that, other explanatory variable remains constant, if the coefficient value of support increase by 1 unit on average the mean score value of employee's commitment increases only by 0.246 unit and significant at 5% significance level.

Decision: The researcher failed to reject the null hypothesis and that means there is insignificant relationship between support and employees commitment.

Hypothesis 5

Ho: Autonomy does not have significant impact on employee's commitment.

H1: Autonomy has positive significant impact on employee's commitment.

Result discussion: The result of multiple regressions table 4.9 revealed that, there is positive and significant relationship between autonomy and employee's commitment with the beta value 0.598 and P-value of .04 which is less than 0.05. This implies that, other explanatory variable remains constant, if the coefficient value of autonomy increases by 1 unit on average the mean score value of employee's commitment increases by 0.598 unit and significant at 5% significance level.

Decision: This also indicated that the null hypothesis is rejected, and alternative hypothesis is accepted. That means there is positive and significant relationship between autonomy and employees commitment.

Hypothesis 6

Ho: Team work does not have significant impact on employee's commitment.

H1: Team work has positive significant impact on employee's commitment.

Result discussion: The result of multiple regressions table 4.19 revealed that, there is insignificant relationship between team work and employees' commitment with the beta value 0.456 and P-value of 0.03 which is greater than 0.05. This implies that, other explanatory variable remains constant, if the coefficient value of team work increases by 1 unit on average the mean score value of employees' commitment increases only by 0.456 unit and significant at 5% significance level.

Decision: The researcher failed to reject the null hypothesis and that means there is insignificant relationship between team work and employees' commitment.

Based on the finding the research hypothesis result also was summarized as follows Table

Table 4.11 Summary of Hypothesis Testing

Serial No	Hypothesises	Test	Result
H1	There is no significant difference between demographic variable (Gender, Age, Work, experience and level of education) Regarding organizational commitment and organizational climate	The independent samples T-test and A NOVA	Accepted
H2	Organizational climate has significant Relationship with was and organizational commitment.	Pearson correlation coefficient	Accepted
H3	Organizational climate dimensions have significant relationship with and organizational commitment.	Pearson correlation coefficient	Accepted
H4	Organizational climate has significant contribution for organizational commitment variability	Regression analysis	Accepted
H5	Organizational climate dimensions have significant contribution for organizational commitment variability except support dimension.	Regression analysis	Accepted

Source: Survey 2020

4.3.7 Discussion of the Results

The objective of this study was to investigate the relationship between organizational climate factors and employee's organizational commitment. The literature presupposed that there is a sound relationship between organizational climate and organizational commitment. This study produces a contribution by exploring the relationship organizational climate and organizational commitment in general and organizational climate dimensions in particular. The analysis results of the relationship between organizational climate in general and its dimensions in particular show that there is positive and significant relationship with organizational commitment.

According to McMurray et al. (2004), an organizations climate is the outcome of the way in which employees perceive certain aspects of the organization. Positive relationship between organizational climate and organizational commitment infers some very important principles for human resource development. The study also discovered that organizational climate has significant relationship with organizational commitment. This research finding is consistent with previous findings such as with McMurray et al. (2004). Their finding shows that there is positive relationship between organizational climate employees' organizational commitments.

Generally, organization climate has positive and significant effect on employee's commitment in all combinations that are tested in this research. This informs that the universal positive influence of organization climate on employee's commitment also holds true here in ministry of revenue large tax payer's branch office. In addition, the six hypotheses regarding interaction of variables are supported with the findings and the influence of organization climate on employees' commitment is strongest when trust and autonomy is considered and influence of organization climate on employees' commitment is strong when reward & recognition incidents are few or none.

CHAPTER FIVE

CONCLUSION, RECOMMENDATION AND SUGGESTIONS

5.1 Conclusion

The objective of this study was to find out the relationship of Organizational climate and its dimensions with organizational commitment of employees in Ministry of Revenues large taxpayer office.

Based on previous theories and researches regarding organizational climate and its outcomes, this study shows the links between organizational climate and employees' commitment, which helps to deeply understand the relationship and interaction between relationships the two variables. This finding also supports the viewpoints that positive Organizational climate can enhance the positive perception of the employees toward their organization and then increase their commitment to their organization. Based on the study finding, it can be concluded that there was strong positive relationship between organizational climate and employees' organizational commitment. This implies that when employees have high positive perceptions their organizational climate, they are more likely to feel committed to their organization. On the other hand, negative perceptions of organizational climate are likely to cause employees to withdraw and uncommitted their organization.

The study finding indicated that organizational climate dimensions which were discussed in this study (Support, Fairness, Trust, Autonomy, Reward and Recognition and cohesion of team workers) have positive association with employee's organization commitment and they are antecedents of organizational commitment of employees.

The research finding indicated that affective and normative commitment dimensions of employee's commitment are correlated significantly with organizational climate. But Continuance commitment dimension is lacked significant correlation with the organizational climate. The significant correlations between both affective and normative commitment, and the organizational climate dimensions were all positive. The other finding of this study is that organizational climate has greater significant influence on affective employee commitment than on normative commitment and continuance employee commitment.

In addition, all organizational climate dimensions have significant positive relationship with Affective and normative dimension of organizational commitment.

The findings of this research revealed that organizational climate significantly contribute for variability of organizational commitment of employees. The regression results also revealed that organizational climate dimensions contributed predicting employees' commitment. These dimensions also contributed to predicting for affecting and normative employee's commitment dimensions in particular. The result of the study shows that the support dimensions of organizational climate comparatively highest effect on predicting employee's organizational commitment.

In general, in this study quantitative research were consolidated and related to various aspects of the literature. The literature indicated that organizational climate encompasses a broad range of objective organizational characteristics, practices and policies that could be perceived in either a positive or a negative way by organizational members. These perceptions consequently affect their behaviour and occupational well-being as well as important organizational outcomes such as organizational commitment. These quantitative findings contribute to the understanding of how the organizational climate aspects relate to the organizational commitment aspects within the given setting of environment. Based on the discussion so far, it can be concluded that

Organizational climate plays an important role in enhancing employee's Organizational commitment. It is observed that there is direct and positive relationship between organizational climate factors and employee's commitment. It means that organizational climate factors are directly proportionate to employees' Organizational commitment. The change in organizational climate factors experienced in an organization necessarily changes the Organizational commitment of employees. Therefore, this finding is important for relevant organization to improve organizational climate perception of employees and then increase organizational commitment of employees.

5.2 Recommendation

As the result of the study indicates it is recommended that,

Ministry of revenues establish suitable organizational climate to employees to perform, its daily activities to have committed employees. The results of this study provided insights into what employees need from the organization and how they behave on their jobs regularly. This information could be used to help develop strategies and meet organizational needs or goals through having suitable organizational climate.

According to the results, some strategies for improving Employee commitment and employee productivity could be suggested. It indicated that having good organizational climate would lead to higher employee commitment and productivity. The managements or supervisors should be aware of what is important for the employees and the organizations as a whole and encourage the employees to see the opportunities and challenges around them creatively.

Ministry of revenues should have to develop the perceptions of organizational climate dimensions in suitable manner and encourage them to enhance their affective, normative and continuance commitment.

Developing Supportive organizational climate and applying the dimension of organizational climate is the most important to increase employee's commitment in the organization.

According to the findings organizational climate dimensions are directly related to employees' commitment, so Ministry of revenues should have to work on making suitable organizational climate especially on dimension of organizational climate.

5.3 Future Research Area

This present study should be replicated to assist in establishing a baseline for further research; however, an organization from a different industry should be used. The research study would further undertake, using a different industry each time, a cross section of Organizational climates can be assessed and any similarities can be evaluated. Since this study, when replicating, time frames should be increased or a larger sample should be taken to provide a larger set of correlation values and to provide greater validity to the findings.

Additionally, the research approach that has been used for this research is quantitative type only. Future researches can incorporate qualitative data so as to explore more about employees' perception with regard to organizational climate and organizational commitment.

Therefore, Future research can also minimize limitations of the present study in terms of population and sampling selection focusing on the entire country that would help to reach at generalisable conclusions.

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ANNEX-A: Survey Questionnaires
ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

MSc PROGRAM

Dear Sir / Madam,

The purpose of this questionnaire is to collect primary data for a research project entitled “Organizational Climate and Employee Commitment in the case of Ministry of Revenues large tax payers’ office.” the purpose of the study is to analyze the relationship between Organizational Climate and Employee Commitment. As a result you are kindly and respectfully required to forward your genuine and unbiased response. All responses will be used to conduct a study for the partial fulfillment of Master Degree from ADDIS ABABA UNIVERSITY.

Thank you for your committed cooperation, time and thoughtfulness!!!

Dear respondent here is my address ;

Name: Girum Negash

Email: girum.negash2112@gmail.com

Phone: +251 923 13 23 27

Remark:

- Do not write your name.
- Your response will kept confidential and will be used only for academic purpose.

PART I; BACKGROUND INFORMATION

In this section you are kindly requested to tick the alternative that fits your opinion.

1. Age

1. 20-30 2. 31- 40 3. 41-50 4. Above 51

2. Sex

1. Male 2. Female

3. Level of education

1. High school completed 2. Diploma 3. Undergraduate 4. Master's degree

4. Marital status

1. Single 2. Married

5. How long have you served as an employee

1. 1-5 years 2. 6-10 years 3. 11-15 years 4. Above 15 years

PART II: ITEMS RELATED TO ORGANIZATIONAL CLIMATE FACTORS

Several statements are made below about organizational climate and employees Commitment. Indicate in the following Table the level of importance of the criteria that you consider important of organizational climate employees Commitment in the case of Ministry of Revenues large tax payers' office.

Please rate the extent to which these factors considered important by putting a tick mark “√” under: (5=strongly agree, 4= Agree,3= neutral 2= Disagree 1= strongly disagree) based on their degree of importance.

Tick or choose the right alternative that corresponds with your opinion genuinely:

Indicators	1	2	3	4	5
A. Employees Perceived of Autonomy					
1. I make most of the decisions that affect the way I do my work.					
2. I determine my own work procedure					
3. I have independence for organizing my own work					
4. I set the performance standards for my Job.					
5. I organize my work as I see best					
B. Trust on managers					
1. My supervisor has a lot of personal integrity(honesty)					
2. My supervisor is transparent					
3. My supervisor is not likely to give me bad advice					
4. I have confidence on my supervisor s to keep the things I tell him confidential					
5. Management of the organization delivers what they promise					
6. Our Staff members generally trust on their management					
C. Team work /cohesion					
1. My work group offer a support and encouragement to help each other's succeed					
2. Friendly atmosphere exist among most members of my work groups					
3. I feel like I have a lot in common with Ministry of revenues employees I know					
4. Employees in my work group are usually easy to communicate with each other about work problem.					
5. There is a lot of team sprit among my work mates					
6. Employees I work with are enjoyable					
7. My work group offer a support and encouragement to help each other's succeed					
D. Rewards and Recognition					
1. In our organization the employees efforts are adequately					

rewarded					
2. The organization appreciates and takes care of employees competencies					
3. When employees do something well, the supervisors praise them					
4. My organization is quick to recognize good performance.					
5. My supervisor knows what my strengths are and tells me.					
6. The benefits offered at our organization are satisfactory					
7. This organization treats its employees better in terms of monetary reward					
E. Employees Perception Toward Fairness					
1. My supervisors does not play favorites'/discrimination					
2. I am confident on a fair deal of my supervisor					
3. In our organization people get reward and recognition based on how well they do their jobs					
4. Promotion at my organization are handled fairly					
5. I feel that rewards employees receive at our organization is fair					
6. The feedback I received appropriate for the work I have completed					
7. My outcomes reflect what I have contributed to the organization					
8. The objects my supervisors sets for my job are reasonable					
F. Employee Perception of Supervisors Support					
1. Help is available from my organization when I have a problem.					
2. My organization really cares about my well- being.					
3. My organization cares about my opinion.					
4. The supervisor are willing to listen to their employees					
5. My supervisors help me as I learn from my mistake					
6. My supervisors is easy to talk to about Job-related problems					
7. I feel that the organization has care for its employee					
8. My organization is supportive of my goal and value					

PART III: ITEMS RELATED TO EMPLOYEES COMMITMENT OF EMPLOYEES

Indicators	1	2	3	4	5
A. Affective commitment					
1. I would very happy to spend the rest of my Career with this organization.					
2. I enjoy discussing my organization with People outside it.					
3. I really feel as if this organization's problems are my own					
4. I think that I could easily become attached to another organization as I am attached to this organization.					
5. I do not feel like „part of the family“ in my organization.					
6. I do not feel „emotionally attached“ to this Organization					
7. I do not feel a strong sense of belonging to my organization					
8. This organization has a great deal of personal meaning for me.					
B. Continuance employees Commitment.					
1. I am not afraid of what might happen if I quit my job without having another one job.					
2. It would not be too costly for me to leave my organization now					
3. Right now, staying with my organization is a matter of necessity as much as desire					
4. I feel I have too few options to consider leaving this organization					
5. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives, benefits I have here					
C. Normative employees Commitment					
1. I think that people these days move from company to company too often					
2. I do not believe that a person must always be Loyal to his or					

her organization.					
3. Jumping from organization to organization does not seem at all unethical to me.					
4. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain					
5. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization					
6. I was taught to believe in the value of remaining loyal to one organization					

section 3: Items Related to employees commitment of employees Affective commitment						
1	<i>I would very happy to spend the rest of my Career with this organization.</i>	1	2	3	4	5
2	<i>I enjoy discussing my organization with People outside it.</i>	1	2	3	4	5
3	<i>I really feel as if this organization's problems are my own</i>	1	2	3	4	5
4	<i>I think that I could easily become attached to another organization as I am attached to this organization.</i>	1	2	3	4	5
5	<i>I do not feel like „part of the family“ in my Organization.</i>	1	2	3	4	5
6	<i>I do not feel „emotionally attached“ to this Organization</i>	1	2	3	4	5
7	<i>I do not feel a strong sense of belonging to my organization</i>	1	2	3	4	5
8	<i>This organization has a great deal of personal meaning for me.</i>	1	2	3	4	5
Continuance employees Commitment.						
1	<i>I am not afraid of what might happen if I quit my job without having another one job.</i>	1	2	3	4	5
2	<i>It would not be too costly for me to leave my organization now</i>	1	2	3	4	5
3	<i>Right now, staying with my organization is a matter of necessity as much as desire</i>	1	2	3	4	5
4	<i>I feel I have too few options to consider leaving this organization</i>	1	2	3	4	5
5	<i>One of the few serious consequences of leaving this organization would be the scarcity of available alternatives, benefits I have here</i>	1	2	3	4	5
Normative employees Commitment.						
1	<i>I think that people these days move from company to company too often</i>	1	2	3	4	5
2	<i>I do not believe that a person must always be Loyal</i>	1	2	3	4	5

	<i>to his or her organization.</i>					
3	<i>Jumping from organization to organization does not seem at all unethical to me.</i>	1	2	3	4	5
4	<i>One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain</i>	1	2	3	4	5
5	<i>If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization</i>	1	2	3	4	5
6	<i>I was taught to believe in the value of remaining loyal to one organization</i>	1	2	3	4	5

If you have comment you are well come.

3. የትምህርት ደረጃ

1. የሁለተኛ ደረጃ ትምህርት ያጠናቀቀ 2. ዲፕሎማ 3. የመጀመሪያ ዲግሪ

4. ማስተርስ ድግሪ

4. የጋብቻ ሁኔታ

1. ነጠላ

2. የተጋባ

5. በሠራተኛነት ለምን ያህል ጊዜ አገልግለዋል

1. 1-5 ዓመታት 2. 6-10 ዓመታት 3. 11-15 ዓመታት 4. ከ 15 ዓመት በላይ

ክፍል II: - ከድርጅታዊ ነባራዊ ሁኔታ ምክንያቶች ጋር የሚዛመዱ ነገሮች

ስለ ድርጅታዊ ነባራዊ ሁኔታ እና ስለ ሰራተኞች የስራ ቁርጠኝነት በርካታ መግለጫዎች ከዚህ በታች ቀርበዋል :: ለድርጅታዊ ነባራዊ ሁኔታ ለሰራተኞች አስፈላጊ ናቸው ብለው

የሚመለከቷቸው መመዘኛዎች አስፈላጊነት በሚከተለው ሠንጠረዥ ውስጥ ያሳዩ ::

እባክዎን በሰንጠረዥ ውስጥ ያሉትን መጠይቆችን እንደ አስፈላጊነቱ በተመለከቱት መጠን “√” የሚል ምልክት በማድረግ ይተባበሩን!!!

(5 = በጥብቅ እስማማለሁ ፣ 4 = እስማማለሁ ፣ 3 = ገለልተኛ 2 = አልስማማም 1 = በጣም አልስማማም) እንደ አስፈላጊነታቸው ደረጃ ::

ከእውነተኛ አስተያየትዎ ጋር የሚዛመድ ትክክለኛውን አማራጭ ይምረጡ ወይም

አመልካቾች(Indicators)	1	2	3	4	5
ሀ / የራስ ገዝ አስተዳደርን የተገነዘቡ ሰራተኞች Employees Perceived of Autonomy					
1. ሥራዬን በምሠራበት መንገድ ላይ ተጽዕኖ የሚያሳድሩትን አብዛኞቹን ውሳኔዎች እወስዳለሁ ::					
2. የራሴን የሥራ አሰሪ እወስናለሁ					
3. የራሴን ሥራ ለማድረግ ነፃነት አለኝ					
4. ለሥራዬ የሥራ አፈፃፀም ደረጃዎችን አወጣለሁ ::					
5. ሥራዬን በተሻለ ሁኔታ እንዳየሁት አደራጃለሁ					
ለ በአስተዳዳሪዎች ላይ እምነት Trust on managers					
1. የእኔ ተቆጣጣሪ ብዙ የግል ታማኝነት አለው (ታማኝነት)					

2. የእኔ ተቆጣጣሪ ግልጽ ነው					
3. ተቆጣጣሪዬ መጥፎ ምክር አይሰጠኝም					
4. የምነግራቸውን ነገሮች በሚስጥር ለመጠበቅ በተቆጣጣሪዬ ላይ እምነት አለኝ					
5. የድርጅቱ አስተዳደር ቃል የገቡትን ያደርሳል					
6. የሰራተኞቻችን አባላት በአጠቃላይ በአስተዳደራቸው ላይ ይተማመናሉ					
ሐ / የቡድን ሥራ / አንድነት Team work /cohesion					
1. የሥራ ቡድኔ አንዳቸው ለሌላው ስኬታማ እንዲሆኑ ለመርዳት ድጋፍ እና ማበረታቻ ይሰጣሉ					
2. በአብዛኞቹ የሥራ ቡድኖቹ አባላት መካከል ወዳጃዊ ሁኔታ አለ					
3. ከማውቃቸው የገቢዎች ሠራተኞች ጋር ብዙ የምመሳሰላቸው ይመስለኛል					
4. በስራ ቡድኔ ውስጥ ያሉ ሰራተኞች ብዙውን ጊዜ ስለ ሥራ ችግር እርስ በእርስ ለመግባባት ቀላል ናቸው ::					
5. በሥራ ባልደረቦቹ መካከል ብዙ የቡድን ቅኝቶች አሉ					
6. አብራ የምሰራቸው ሰራተኞች አስደሳች ናቸው					
7. የሥራ ቡድኔ አንዳቸው ለሌላው ስኬታማ እንዲሆኑ ለመርዳት ድጋፍ					
መ ሽልማት እና ዕውቅና Rewards and Recognition					
1.በድርጅታችን ውስጥ የሰራተኞቹ ጥረቶች በበቂ ሁኔታ ይሸለማሉ					
2.ድርጅቱ የሰራተኞችን ብቃት ያደንቃል እንዲሁም ይንከባከባል					
3.ሰራተኞች አንድ ነገር በደንብ ሲያደርጉ ተቆጣጣሪዎቹ ያወድሷቸዋል					
4.ድርጅቱ ጥሩ አፈፃፀም ለመለየት ፈጣን ነው ::					
5.የእኔ ተቆጣጣሪ የእኔ ጥንካሬዎች ምን እንደሆኑ ያውቃል እና					

ይነግረኛል					
6.በድርጅታችን የሚሰጡት ጥቅሞች አጥጋቢ ናቸው					
7.ይህ ድርጅት ሰራተኞቹን በገንዘብ ሽልማት በተሻለ ያስተናግዳል					
ሠ የሰራተኞች አመለካከት ለፍትሃዊነት Employees Perception Toward Fairness					
1.የእኔ ተቆጣጣሪዎች ተወዳጆችን / አድልዎ አይጫወቱም					
2.በተቆጣጣሪዬ ፍትሃዊ ስምምነት ላይ እምነት አለኝ					
3.በድርጅታችን ውስጥ ሰዎች ሥራቸውን በአግባቡ በሚሠሩበት ሁኔታ መሠረት ሽልማት እና ዕውቅና ያገኛሉ					
4.በድርጅቱ ውስጥ ያለው ማስተዋወቂያ በአግባቡ ይከናወናል					
5.ሰራተኞቻችን በድርጅታችን የሚያገኙት ሽልማት ተገቢ እንደሆነ ይሰማኛል					
6.ለተጠናቀቀው ሥራ ተገቢው የተቀበልኩት አስተያየት					
7.ውጤቶቼ ለድርጅቱ ያበረከትኩትን ያንፀባርቃሉ					
8.ተቆጣጣሪዎቼ ለሥራዬ የሚያስቀምጧቸው ዕቃዎች ምክንያታዊ ናቸው					
ረ/ ስለ ተቆጣጣሪዎች ድጋፍ የሠራተኛ አመለካከት Employee Perception of Supervisors Support					
1.ችግር ሲገጥመኝ ከድርጅቱ እርዳታ ይገኛል ::					
2. ድርጅቱ በእውነት ስለ ደህንነቴ ያስባል ::					
3. ድርጅቱ ስለኔ አስተያየት ያስባል ::					
4. ተቆጣጣሪው ሰራተኞቻቸውን ለማዳመጥ ፈቃደኛ ነው					
5. ከስህተቴ እንደተማርኩ ተቆጣጣሪዎቼ ይረዱኛል					
6. ተቆጣጣሪዎቼ ስለ ሥራ-ነክ ችግሮች ለመነጋገር ቀላል ናቸው					
7. ድርጅቱ ለሠራተኛው እንክብካቤ እንዳለው ይሰማኛል					
8. ድርጅቱ ግቤን እና ዋጋዬን የሚደግፍ ነው					

ክፍል III-ከሠራተኞች ሠራተኛ ስምምነት ጋር የሚዛመዱ ዕቃዎች

አመልካቾች (Indicators)	1	2	3	4	5
ሀ/ ተጽዕኖ ያለው ቁርጠኝነት Affective commitment					
1. ቀሪውን የሙያ ጊዜዬን ከዚህ ድርጅት ጋር በማሳለፍ በጣም ደስ ብሎኛል ::					
2. ድርጅቱን ከውጭ ሰዎች ጋር መወያየቱ ያስደስተኛል::					
3. በእውነቱ የዚህ ድርጅት ችግሮች የራሴ እንደሆኑ ይሰማኛል					
4. እኔ ከዚህ ድርጅት ጋር እንደተያዘኩ ከሌላ ድርጅት ጋር በቀላሉ መያያዝ የምችል ይመስለኛል ::					
5. በድርጅቱ ውስጥ „የቤተሰቡ አካል“ አይመስለኝም::					
6. ከዚህ ድርጅት ጋር በስሜታዊነት የተያዘኩ አይመስለኝም					
7. የድርጅቱ አባል የመሆን ጠንካራ ስሜት አይሰማኝም					
8. ይህ ድርጅት ለእኔ ትልቅ የግል ትርጉም አለው ::					
ለ / ቀጣይነት ሰራተኞች ቁርጠኝነት :: Continuance employees Commitment.					
1. ሌላ አንድ ሥራ ሳይኖረኝ ሥራዬን ለቅቄ ብወጣ ምን ሊሆን እንደሚችል አልፈራም ::					
2. አሁን ድርጅቱን ለቅቄ መሄድ ለእኔ በጣም ውድ አይሆንም					
3. በአሁኑ ሰዓት ከድርጅቱ ጋር መቆየት እንደ ፍላጎት ሁሉ አስፈላጊ ጉዳይ ነው					
4. እኔ ከዚህ ድርጅት ለመላቀቅ ለማሰብ በጣም ጥቂት አማራጮች እንዳሉ ይሰማኛል					
5. ይህንን ድርጅት ለቅቆ መውጣት ከሚያስከትላቸው ጥቂት ከባድ መዘዞች መካከል አንዱ እዚህ ያሉኝ አማራጮች ፣ ጥቅማጥቅሞች እጥረት ይሆናል					

<p>ሐ/ መደበኛ ሰራተኞች ቁርጠኝነት Normative employees Commitment</p>					
<p>1. እኔ እንደማስበው በዚህ ዘመን ያሉ ሰዎች ከኩባንያ ወደ ኩባንያ ብዙ ጊዜ ይዛወራሉ</p>					
<p>2. አንድ ሰው ሁል ጊዜ ለድርጅቱ ታማኝ መሆን አለበት የሚል እምነት የለኝም</p>					
<p>3. ከድርጅት ወደ ድርጅት መዘለል ለእኔ ምንም ሥነ ምግባር የጎደለው አይመስለኝም ::</p>					
<p>4. ለዚህ ድርጅት መስራቴን ከቀጠልኩባቸው ዋና ዋና ምክንያቶች አንዱ ታማኝነት አስፈላጊ ነው ብዬ ስለማምን ስለሆነም የመቀጠል የሞራል ግዴታ እንዳለብኝ ይሰማኛል ::</p>					
<p>5. ሌላ ቦታ ለተሻለ ሥራ ሌላ ቅናሽ ባገኝ ድርጅቱን መልቀቅ ትክክል መስሎ አይሰማኝም</p>					
<p>6. ለአንድ ድርጅት ታማኝ ሆኖ መቆየት ባለው ዋጋ እንዳምን ተማርኩ</p>					