

**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND
ORGANIZATIONAL COMMITMENT AT AMANUEL HOSPITAL**

BY

ATSEDE TEFAYE MENGSTU

**A THESIS SUBMITTED TO THE SCHOOL OF GRAGUTE STUDIES
OFADDIS ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE
REQUIRMENTS FOR MASTER OF ARTS DEGREE IN HUMAN
RESOURCE AND ORGANIZATIONAL DEVELOPME**

ADDIS ABABA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

COLLEGE OF EDUCATION AND BEHAVIORAL STUDIES

DEPARTMENT OF EDUCATIONAL PLANNING AND MANAGEMENT,

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Acknowledgements

The endeavor of this world cannot be achieved without the help of others. So Firstly I would like to express my sincere appreciation and gratitude to my advisor Dr. Befekedu Zeleke for his guidance during my research. His support and inspiring suggestions have been precious for the development of this thesis content.

I would like also to thank the respondents who provided response and cooperation. I am also grateful indebted to all my brothers Colleagues, Ato Aemro Tesfaye , D/k Fekede Tesfaye ,D/k Mezgbu Tesfaye, Ato Mengesha Shumet and my sister Fikir Tesfaye for their Technical, financial, psychological and moral help throughout my study.

Finally, my deepest gratitude goes to my family for their unflagging love and unconditional support throughout my life and my studies. You made me to live the most unique, magic and carefree childhood that have made me who I am now!

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Abstract

The purpose of this study was to examine the relationship between employees' job satisfaction level and their organizational commitment. The participants of the study were employees working at Amanual Specialized Hospital, Addis Ababa in the year 2015/2016. Data were collected from 320 (158 males and 162 females) sample respondents selected using simple random sampling through two standardized questionnaires. In addition, data were also collected from eight participants through interview who were selected using purposive sampling. Furthermore, data through document analysis was used to get data regarding the turnover rate of employees in the organization. Data were analyzed using Pearson product moment correlation, single sample t-test, independent t-test, one way ANOVA and multiple regression. The one sample t-test result revealed that the level of employees' job satisfaction was ambivalent and the organizational commitment of employees' was low while the data obtained through interview showed that the level of employees' job satisfaction was low. The multiple correlations between predictor variables (components of job satisfaction) and organizational commitment was found positive and significant ($R=.385$). The components of job satisfaction explained nearly 14.8% of the variation in employees' organizational commitment. From the different components of job satisfaction benefits, nature of work and pay were found to be significant predictors of organizational commitment. These three components explained 12.9% of the variation in employees' organizational commitment. Based on the research result employees' job satisfaction was positively correlated with their organizational commitment, financial benefits and the nature of work were the major determinants of employees' job satisfaction and their commitment to the organization, the employees' job satisfaction and commitment were found low which may hinder the effectiveness of the organization to accomplish its missions were the main conclusions of this study. Finally, based on the results and conclusions recommendations were given for managers, policy makers and researchers to improve the job satisfaction and organizational commitment of employees.

Key words: job satisfaction, organizational commitment, Amanual Hospital

CHAPTER ONE

INTRODUCTION

This chapter includes background of the study, Statement of the problem, Objectives of the study, Significance of the study, Scope of the study, Limitation of the study, Operational definition of key terms and Organization of the study.

1.1. Background of the study

Job satisfaction and organizational commitment are the two most observed popular areas that have concerned significant attention on the organizational area (Mathieu and Zajac, 1990; Allen & Meyer, 1990; O'Reilly & Chatman, 1986). This is because of the fact that devoted and joyful workforce will contribute towards organizational productivity.

Job satisfaction is the act of integration among employees' needs and their professional values Burrell, Gibson and Morgan, Gareth (1997). In another definition job satisfaction can be seen as an improvement and stability in job in terms of environment and personality standardization (Moghimi, 2003).

According to Robbins and Judge (2013), job satisfaction is a positive feeling about one's own current job results from an evaluation of its characteristics. According to these scholars, high level of job satisfaction creates positive feeling in employees whilst low level of job satisfaction leads to negative feelings.

Organizational commitment denotes to the emotional attachment of employees with the values, goals and missions of their organization (Jaskyte & Lee, 2009). It has also been studied that committed employees are motivated to put their utmost efforts and abilities in performing their job and try to meet customers' needs (Moghimi, 2003).

Many researchers in the area have confirmed that job satisfaction and organizational commitment are indispensable for the success of an organization. For instance, Ethiopian researchers such as Agezegn, Tefera and Ebrahim (2014), Alemayehu et al. (2013),; Alemshet et al. (2011), Mulugeta and Ayele (2015) studied that job satisfaction and organizational

commitment of employees could be different in different work settings. Similarly, other researchers, such as, Allen & Meyer, 1990; Elanain, 2009; Joo & Park, 2010; Judge et al., 2001; Elsabet, 2012, suggested that employees at different work level have different attitudes towards job satisfaction and organizational commitment. This is the case that most organizations' employees are not satisfied in their job and thereby managers sometimes face difficulty of understanding the significance of job satisfaction of their workers (Wagner and Hollenbeck, 2010).

It was thought that employees have only a single overall global attitude towards their job (Balzer et al., 2000). Later, it has been realized that a job has various dimensions or facets such as payment, co-workers, supervision, the work itself and promotion (Balzer et al., 2000). Unlike the overall global measure of job satisfaction, the specific measure of job satisfaction helps organizations to obtain a complete picture of strengths and weaknesses of an organization (Balzer et al., 2000; Saari & Judge, 2004). Since job satisfaction can be a vital pointer of how workforces feel about their jobs in organizations, it is one of the most commonly studied organizational variables (Eric et al, 2007).

The relationship between job satisfaction and organizational commitment is also researched in many areas. Most of these studies have shown that there is a significant relationship between them. Taking this advantage into account, this study focused on the relationship between job satisfaction and organizational commitment among employees at Amanuel specialized hospital.

1.2. Statement of the problem

Ethiopia was one of the lowest health workers per population ratio of the 57 crisis countries with one health worker for every 4,050 people (WHO, 2004; 2006). According to the Federal Ministry of Health (2010), Ethiopia has made a remarkable progress in health facility constructions and health professionals training. Despite this, the proportion of health professionals to the total population was estimated to be 0.30 physicians, 2.30 clinical nurses and 0.20 midwives per 10, 000 (Elzinga et al., 2010).

Considering the above reasons, the health institutions should try to keep a constant workforce, which also helps to reduce the risks of deterioration in services offered to its customers.

Employees here need high organizational commitment and job satisfaction, because treating mental disorders is both, emotionally and physically challenging.

The above data reveal that there are a small number of health professionals in Ethiopia. It has been studied that lack of job satisfaction and organizational commitment is one of the most important factors influencing the number of professionals in some professions. However, there are also thoughts that job satisfaction and organizational commitment have no influence on the production of professionals (Balzer et al., 2000; Saari & Judge, 2004).

However, many researchers agree that job satisfaction in the workplace lead to innovation, creativity in business, increase service, reduce employee turnover, increase mental and physical health of employees (Saatchi, 2003 ,Delfgaauw, 2007). According to those scholars who emphasize the importance of job satisfaction and organizational commitment workers attempt to quit their jobs when they feel uncomfortable with an organization-specific job domain. On the contrary, when workers are dissatisfied with a job domain, which differs significantly across jobs within an organization, they normally consider for another position in their current organization.

Researchers believe that many aspects of work, such as professional efficiency, productivity, absenteeism from work, dropout's rates and job change, are affected by job satisfaction (Baron,1986 and Magradi,2005).

Given that high job satisfaction lead to better agreement and a more targeted environment, the pressures of working life and can better tolerate. Also it uses to solve problems and work life. Therefore, given the importance of job satisfaction, organizational commitment, and research on the relationship between job satisfaction and organizational commitment in significant, this study tried to indicate the relationship between job satisfaction and organizational commitment in one specific organization.

Various studies have discussed that Job satisfaction is an important field of a research. So numerous and sometimes conflicting views and concepts about the system loads and is developed. For example, according to Hooman (2002:2-9), Job satisfaction is the pleasure of feeling towards work and its accessories, so the odd flourish of activity and pleasure will be

considered. In this regard, this researcher also believed that this was one clear gap forced to work this study.

Based on researcher's readings, there is no detailed data and information on job satisfaction and organizational commitment at Amanuel specialized hospital. This is mainly due to the fact that the study is time consuming and as well as requires periodic updating of the data to make the study meaningful. Without such detailed for analysis and evaluation, it is difficult for the hospital administration to identify the specific problems faced the job satisfaction and organization commitment the employees' and measure to address the problems specific to their organization. It is hoped that, this study would provide the required data to fill the gap.

Last but not list, as far as the researcher's readings are concerned, there are no local studies that conducted on the relationship between job satisfaction and organizational commitment in such kinds of health centers. **More specifically, the study was conducted in Amanuel specialized hospital due to the following three main reasons. First, it is the only mental health hospital in the country this may lead to burden work on employees, second there is high turnover rate at the hospital and third the nature of work is challenging and difficult. All these situations may affect employees' Job Satisfaction and organizational commitment.**

Bearing all these in mind, the current study was aimed to investigate the relationship between job satisfaction and organizational commitment among employees at Amanuel diagnostic specialized hospital. This study was guided by the following research questions.

1. What is the current status of employees' job satisfaction at Amanual Specialized hospital?
2. What is the current status of employees' organizational commitment at Amanual Specialized hospital?
3. Are there statistically significant relationship between employees' job satisfaction and organizational commitment at Amanuel Specialized Hospitals?

1.3. Objectives of the study

1.3.1 General objective

The general objective of this study was to investigate the relationship between job satisfaction and organizational commitment among employees of Amanuel specialized hospital.

1.3.2. Specific Objectives

More specifically, the study tries to address the following objectives;

- To examine employees' job satisfaction level at Amanuel Specialized hospital.
- To explore the organizational commitment level of employees at Amanuel Specialized hospital.
- To investigate if there is a significant relationship between employees' job satisfaction and their organizational commitment at Amanuel Specialized hospital.

1.4. Significances of the study

As stated earlier, job satisfaction and commitment of employees determine effectiveness of an organization. Low job satisfaction, poor organizational commitment and high turnover intention might have profound use to the delivery of health services. First, the duty of health professionals is virtually related to lives of humans. Secondly, less motivated, poorly committed and inadequate number of healthcare workers unlikely meets the medical needs of the public. Most importantly, the costs of hiring and training new employees are very high and time taken. Hence, examining level and relationship of job satisfaction and organizational commitment is believed to have theoretical as well as practical contributions.

In the theoretical aspect, the study would add new findings to the stock of knowledge about the relationship between job satisfaction and organizational commitment. Practically, the findings of this study could provide indispensable insight to stakeholders (government officials, managers, private hospital owners and share holders) on level of organizational justice perceptions, job satisfaction, organizational commitment and turnover intentions of health professionals. This might help them to design policy interventions concerning human resource management.

Moreover, the findings of this study would be extended to human resource management in other similar hospital settings. Finally, this study will hopefully spark the interest of other researchers to investigate the relationship between job satisfaction and organizational commitment in the other sectors.

1.5 . Scope of the study

Since it was not feasible and manageable to involve all hospitals in Ethiopia, this study was conducted at Amanuel specialized hospital. The study focused on the relationship between job satisfaction and organizational commitment of employees in Amanuel specialized hospital. As mentioned above, this study was conducted on Amanuel specialized hospital, hence all the generalizations are related to only this specific organization.

1.6. Limitations of the study

The researcher could not collect the entire administered questionnaires which might affect the comprehensiveness of the collected data. Furthermore, due to time and financial constraints the researcher could not use observation as one of the data collection instruments which may give a good picture of the employees' organizational commitment.

1.7. Operational Definition of Key Terms

Job satisfaction: It refers to employees' level of satisfaction on promotion, contingent rewards, nature of work, operating conditions, fringe benefits, supervision, co-workers, communication and pay.

Organizational commitment: employees 'strong feeling of belongingness to one's employing organization exhibited by exerting utmost efforts to accomplish organizational goals and rated by respondents using standardized survey questionnaire developed by Noor and Abdulkarim (2006).

1.8. Organization of the study

The study was presented in five chapters the first chapter highlights the background of the study the statement of problem, Objectives, and scope, significant of the study and definition of key terms. The second chapter presents the literatures review while chapter three deals with research design and methodology. Chapter four treats major findings while chapter five presented discussion and summary of the findings conclusions, and recommendations respectively.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

In this chapter, different literatures related to this study such as definition of job satisfaction, factor affecting job satisfaction, models of job satisfaction, definition of organizational commitment, factors that affect organizational commitment, organizational commitment model and different theoretical and empirical evidences regarding the relationship between job satisfaction and organizational commitment were reviewed.

2.1. Job Satisfaction

A job is more than just shuffling paper, writing programming code, waiting on customers, or driving a truck. Jobs require interacting with co-workers, and bosses, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions and the like. (Robin and Judge, 2013: 79).

When it comes to job satisfaction, it was previously thought as an overall global satisfaction of workers about their job (Balzer et al., 2000). It was measured by the single global rating using a single question –“all things considered how satisfied you with your job are?”(Balzer et al. 2000). But this question hardly catches up the complete attitude of workers to their job (Balzer et al., 2000).

On the contrary, now a day, it is believed that job satisfaction is one of the basic issues in organizations. Scholars suggested that Job satisfaction in the workplace lead to innovation, creativity in business, increase service, reduce employee turnover, increase mental and physical health of employees (Saatchi, 2003).

2.1.1. Definitions of Job Satisfaction

Job satisfaction has been defined in a number of ways. Vroom (1964) defined job satisfaction as the positive orientation of an individual towards the role, which he/she is presently occupying, while Hackman and Oldham (1975) define it as “the degree to which the employee is satisfied and happy with his job”. Job satisfaction can also be defined as “a pleasurable or positive emotional state, resulting from the perception of one’s job as fulfilling or allowing the fulfillment

of one's important job values, providing these values are compatible with one's physical and psychological needs" (McPhee & Townsend, 1992, pp.117).

In a similar way, scholars such as Locke (1983), (Mowday et al. 1982), and (Agho et al. 1993; Locke 1976; Taylor 2007) defined in the following way. The popular definition of job satisfaction is given by Locke (1983), who defined job satisfaction as a pleasure of positive emotional state resulting from the appraisal of one's job experience. This definition consists of both cognitive (an appraisal of one's job) and affective (emotional state) elements, denoting the degree to which individuals feel positive or negative about their jobs.

According to Mowday et al. (1982), Job satisfaction focuses principally on individuals' response to the experience of their job. This is probably the most widely investigated job attitude. As literature suggested that satisfaction maybe defined as "a positive emotional state resulting from employees' appraisal of their jobs" (Taylor 2007: 939). As noted by social scientists, work satisfaction is a work outcome that focuses on employees' responses to their job experiences

In addition to the above definition, job satisfaction is also defined as a positive emotional state resulting from employees' appraisal of their jobs (Agho et al. 1993; Locke 1976; Taylor 2007). Job satisfaction can be defined as an individual's total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization (Ivancevich & Matteson 2002; Spector 1997). A person with high job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold negative attitudes towards their job (Robbins 1993).

Different scholars define in different terms, for example, the study of job satisfaction can be traced to Herzberg (1959) who theorized that job satisfaction is a function of motivators, which contribute to job satisfaction and hygiene, which lead to job dissatisfaction.

Kreis and Brockopp (1986) suggested that job satisfaction "is related to self-perception of needs fulfillment through work". Pennington and Riley (1991) contemplated a view of job satisfaction as an external or internal value. In their view, a person's general assessment of how satisfied

he/she is on the job is made according to an absolute frame of reference, while a person's assessment of level of satisfaction with individual job facets is based on a relative standard that is specific to the work context and that involves comparison with the situation of other employees.

Weiss and Cropanzano (1996, as cited in Thoms, Dose, and Scott, 2002), contended, "Job satisfaction represents a person's evaluation of his or her job and work context." Linda Evans (1997) defined job satisfaction as a "state of mind determined by the extent to which the individual perceives his/her job-related needs being met". How are the many facets and factors of job satisfaction measured? Zigarelli found a single, general measure of job satisfaction while Dinham argued that several separate measures are needed to assess all the factors that are mutually exclusive (Shann, 1998).

According to Cherrington (1994), job satisfaction has identified two aspects to understanding the concept of job satisfaction, namely, facet satisfaction and overall satisfaction. These two concepts are explained as follows: Facet satisfaction refers to the tendency for an employee to be more or less satisfied with various facets or aspects of the job (Johns, 1988). Overall satisfaction focuses on the general internal state of satisfaction or dissatisfaction within the individual.

2.1.2. Job Satisfaction Factors

Later, it has been recognized that employees can have different feelings about various facets of the job such as nature of the work itself, payment, relations with co-workers, supervision and promotion opportunities (Balzer et al., 2000). The following section briefly discusses each job satisfaction facet.

Satisfaction with the work itself: this facet reflects the characteristics of the work such as task variety, opportunity for creativity, autonomy, amount and complexity of the work. A work satisfies employees when it requires creativity. In addition, challenging but accomplishable job, which enables to see results, satisfies workers. On the other hand, workers who are engaged in simple, repetitive, routine, boring and uncomfortable job are less likely satisfied (Balzer et al., 2000 and Robbins, 1993).

Satisfaction with pay: this is an attitude toward one's payment, which is judged by comparing one's actual and expected pay. Employees become satisfied when they believe that they earn the

deserved payment based on their inputs (experience, effort and expertise). This judgment made by comparing the payment of other employees who have the same or similar qualification. In addition, when the payment of employees enables them to have luxuries or at least cover normal expenses and when they perceive that their pay is fair, they are likely satisfied (Balzer et al., 2000).

Satisfaction with promotion: promotion offers opportunity for personal growth of employees and thereby increases their status (Robbins, 1993). Employees experience satisfaction when adequate promotion opportunities are, regularly offered based on abilities. Employees may also be satisfied when they perceive fair promotion procedures in their organization. When unfair promotion rules are, practiced and if the promotion opportunities are limited, employees are less likely satisfied (Balzer et al., 2000; Robbins, 1993).

Satisfaction with supervision: this aspect of job satisfaction related to the supervisor's characteristics (Balzer et al., 2000). According to Balzer, if the immediate supervisor is considerate, tactful, friendly, and employee-centered and praises good works, workers' satisfaction will be high. However, if the immediate supervisor is impolite, hard to please, annoying and lazy, employees may be de-motivated and dissatisfied (Robbins, 1993; Balzer et al 2000).

Satisfaction with co-workers: it is an attitude towards one's own fellow workers (Robin and Judge, 2013). Satisfaction with co-workers prevails when there is smooth work related interaction and mutual admiration among workers whereas dissatisfaction occurs when there is no stimulating interaction among workers. For instance, if the majority of the employees are talk active, slow and often use gossip, their interaction may not be smooth (Robbins and Judge, 2013; Balzer et al., 2000).

In the above reasons, Job satisfaction is that one of the most commonly studied organizational variables that have been widely studied in organization. (Eric et al, 2007). Since job satisfaction can be a vital pointer of how workforces feel about their jobs and a forecaster of work behaviors such as organizational citizenship, absenteeism, and turnover. (Mount, and Ilies & Johnson, 2006). Although there is concurrence between scholars that the conception relating organizational commitment notifies the bond of an employee with ones organization, there exists a controversy relating to the kind of organizational commitment (Koys, 2001).

2.1.3. Models of Job Satisfaction

There are numerous models of job satisfaction. These include affect model, dispositional model, equity model, discrepancy model, two factor theory and job characteristics model. For the purpose of this study Spector's job satisfaction model which includes pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of the work and communication (Spector 1997).

Pay and promotion

Pay is associated with global satisfaction and even more closely with the facet of pay satisfaction. Although money is important to individuals, research has shown that Promotions provide opportunities for personal growth, more responsibilities and increased social status. Job satisfaction is likely to be experienced by individuals who perceive promotional opportunities to be fair (Spector, 1997).

Supervision, nature of work and communication

An immediate supervisor's behavior is also a determinant of job satisfaction (Spector 1997). Employee satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees' opinions and shows personal interest in them. may be influenced by the supervisor's behavior. The nature of work satisfaction is defined as the employees' satisfaction with the type of work they do (Spector, 1997).

Employees prefer work that is mentally challenging in that it provides them with opportunities to use their skills and abilities and offers a variety of tasks, freedom and feedback on how well they are doing (Robbins 1993). The formation of specific goals, feedback on progress towards these goals, and reinforcement of desired behavior all stimulate motivation and require communication. The fewer distortions, ambiguities and incongruities that occur in communication within organizations, the more satisfied employees will feel with regard to their work (Robbins 1993).

Fringe benefits and contingent rewards

Spector (1997) divides fringe benefits into monetary and non-monetary benefits. Increasing intrinsic and extrinsic fringe benefits that attract an employee's attention may subsequently increase their performance and induce higher levels of organizational commitment According to Spector (1997), examples of contingent rewards are appreciation, recognition and rewards for good work. Employee dissatisfaction may result if an employee perceives that their efforts

are not recognized or that their rewards are not equitable, tied to their performance or tailored to their needs (Robbins 1993). Contingent rewards support the reinforcement theory of motivation, in terms of which performance-relevant behaviors will increase in frequency if rewarded.

Operating conditions and co-workers

Perceptions of fairness are important determinants of people's behavior and reactions to work. Employee motivation and organizational culture are affected by how an employee's needs and objectives are integrated with the needs and objectives of the organization, work-life balance practices and physical work environment. Work fulfils an individual's social factor need. therefore, having friendly and supportive co-workers leads to increased job satisfaction of employees (Robbins 1993). An employee's coworkers, the groups they belong to, and the culture to which an individual is exposed all have the potential to influence job satisfaction.

The following model was adopted from Spector (1997) in this study.



2.2. Organizational Commitment

2.2.1. Definition of Organizational Commitment

Sheldon (1971) defines organizational commitment as an attitude or an orientation towards the organizations, which links or attracts the identity of the person to the organizations. Salancik (1977) defines organizational commitment as “a state of being in which an individual becomes bound by actions to beliefs that sustains activities and involvement”. Porter, Steers, Mowday and Boulian (1974), define organizational commitment as “the strength of an individual’s identification with and involvement in a particular organization”.

Meyer and Allen (1991) hold that organizational commitment is a multidimensional construct comprising three components: affective, continuance and normative.

Affective commitment has been defined as an employee’s emotional attachment to identification with and involvement in the organization. Employees with a strong affective commitment will remain in the organization because they want to.

Crewson (1997) furthermore presents a precise, clear definition of organizational commitment, which he qualifies as being an individual identification with and involvement in an organization. He emphasizes that it is made up of three distinct factors : a strong belief in and acceptance of the organization’s values and aims ; a significant willingness to work hard for one’s organization ; and a desire to remain a member of it. The other great advantage of the concept, as shown by numerous research projects, is that it has a strong correlation with better performance at work (Larson and Fukami 1984; Van Maanen 1975) as well as a significant negative.

Organization commitment refers to the employee’s emotional attachment to, identification with, and involvement in the organization. It is generally considered as three-dimensional construct comprising of affective commitment, continuance commitment and normative commitment (Boehman, 2006; Canipe, 2006; Turner and Chelladurai, 2005; Greenberg, 2005; Allen and Meyer, 1996; Karrasch, 2003). It is believed that affectively committed employees continue working with great devotion on voluntary basis, continuance commitment ensures that employees retain their organizational membership, however those who are normally committed

usually feel obligation on their part to stay in the organization. While defining organizational commitment, Porter et al., (1974) defined it as “strong belief in and acceptance of the organizational goals and values, willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership”. Jans (1989) has defined it as the extent that an employee accepts, internalizes, and perceives one’s role based on organizational values and goals.

Employees, becomes committed to their organization when (a) they own and have conviction regarding the mission and values of the heir organizations (b) they are mutually ready to exert their dedicated efforts in the achievement their organizational goals, and (c) they have intense desire to continue serving in their organizations (Robbins & Coulter, 2003; Jans, 1989; Hunt &Morgan, 1994; Mowday, Steers, & Porter, 1982). According to Buchanan (1974); commitment is “a partisan or affective attachment to the aims and values of an organization, to one’s role in relation with these aims and values and to an organization for its own sake”.

According to the cost-benefit approach; commitment is “a result of the perception of benefit associated with staying in and the perception of cost associated with leaving from an organization” (Kanter, 1968). According to the normative approach; commitment is “the aggregate internalized normative pressures to conduct in a manner which meets organizational objectives and interests” (Wiener, 1982). Employees who are committed to their organizations may easily accept and adhere to the organizational objectives and goals (Valentine et al., 2002).

Individuals may become committed to an organization for many reasons: a person may stay with an organization because the organization’s values, mission, and goals align with his/her own; another person may stay with the same organization because leaving may impact his/her prestige, benefits, or social networks; yet another may be committed to the organization due to a sense of obligation. Each of these three commitments –affective, continuance, and normative are independent types of commitment experienced at different levels by all individuals of an organization (Meyer & Allen, 1997).

A wide variety of definitions and measure of organizational commitment exist. Becker, Randal, and Riegel (1995) defined the term in a three dimensions:

- 1. A strong desire to remain a member of a particular organization;*
- 2. A willingness to exert high levels of efforts on behalf of the organization;*
- 3. A define belief in and acceptability of the values and goals of the organization.*

To Northcraft and Neale (1996), commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well-being.

2.2.2. Factors that affect organizational commitment

There are a variety of factors that shape organizational commitment. Such factors include the following: job-related factors; employment opportunities; personal characteristics; positive relationships; organizational structure; and management style.

Job-related factors

Organizational commitment is an important job-related outcome at the individual level, which may have an impact on other job-related outcomes such as turnover, absenteeism, job effort, job role and performance or vice-versa (Randall, 1990). The job role that is ambiguous may lead to lack of commitment to the organization and promotional opportunities can also enhance or diminish organizational commitment (Curry, Wakefield, Price & Mueller, 1996).

Other job factors that could have an impact on commitment are the level of responsibility and autonomy. Baron and Greenberg (1990, pp. 174) state that “the higher the level of responsibility and autonomy connected with a given job, the lesser repetitive and more interesting it is, and the higher the level of commitment expressed by the person who fill it”.

Employment opportunities

The existence of employment opportunities can affect organizational commitment (Curry et. al., 1996). Individuals who have a strong perception that they stand a chance of finding another job may become less committed to the organization as they ponder on such desirable

alternatives. Where there is lack of other employment opportunities, there is a tendency of high level of organizational commitment (Vandenberghe, 1996). As a result, membership in the organization is based on continuance commitment, where employees are continuously calculating the risks of remaining and leaving (Meyer & Allen, 1997).

Personal characteristics

Organizational commitment can also be affected by the employee's personal characteristics such as age, years of service and gender (Meyer & Allen, 1997). Baron and Greenberg (1990, pp. 174) state that "older employees, those with tenure or seniority, and those who are satisfied with their own levels of work performance tend to report higher levels of organizational commitment than others". This implies that older people are seen to be more committed to the organization than other age groups.

Another personal characteristic that may affect organizational commitment is associated with gender (Meyer & Allen, 1997). However; it is argued that gender differences in commitment are due to different work characteristics and experiences that are linked to gender (Mathieu & Zajac, 1990).

Work environment

The working environment is also identified as another factor that affects organizational commitment. One of the common working environmental conditions that may affect organizational commitment positively is partial ownership of a company. Ownership of any kind gives employees a sense of importance and they feel part of the decision-making process (Klein, 1987).

This concept of ownership which includes participation in decision-making on new developments and changes in the working practices creates a sense of belonging (Armstrong, 1995). A study conducted by Subramaniam and Mia (2001) also indicates that managers who participate in budget decision-making tend to have a high level of organizational commitment.

Another factor within the work environment that may affect organizational commitment is work practices in relation to recruitment and selection, performance appraisal, promotions and management style (Meyer & Allen, 1997). Metcalfe and Dick (2001, pp. 412) in their study

conclude that “the low level of organizational commitment of constables could be attributed to inappropriate selection and promotion which lead to the perpetuation of managerial style and behavior that has a negative effect on organizational commitment of subordinates”.

Positive Relationships

The organization as a workplace environment is built up of working relationships; one of which is the supervisory relationship. According to Randall (1990, pp. 370) “the supervisory relationship can affect organizational commitment either positively or negatively”. A positive supervisory relationship depends on how work-related practices such as performance management are being implemented in the organization (Randall, 1990). When individuals find the supervisory relationship to be fair in its practices, they tend to be more committed to the organization (Benkhoff, 1997).

Other work relationships, such as teams or groups, which exist in the workplace, can affect organizational commitment. Organizational members can demonstrate commitment when they are able to find value through work relationships (Mathieu & Zajac, 1990). Brooke, Russell and Price (1988, pp. 141) state that “employee commitment and attachment to the organization can be increased through efforts made to improve the organizations social atmosphere and sense of purpose”. In essence, when work relationships reflect mutual respect to individuals, they are able to commit themselves to the organization.

Organizational structure

Organizational structure plays an important role in organizational commitment. Bureaucratic structures tend to have a negative effect on organizational commitment. Zeffanne (1994, pp. 991) indicates that "the removal of bureaucratic barriers and the creation of more flexible structure are more likely to contribute to the enhancement of employee commitment both in terms of their loyalty and attachment to the organization". The management can increase the level of commitment by providing the employees with greater direction and influence (Storey, 1995).

Management style

It is stated by Zeffanne (1994, pp.1001) that "the answer to the question of employee

commitment, morale, loyalty and attachment may consist not only in providing motivators, but also to remove demotivators such as styles of management not suited to their context and to contemporary employee aspirations". A management style that encourages employee involvement can help to satisfy employee's desire for empowerment and demand for a commitment to organizational goals.

2.2.3 Organizational Commitment Model

Meyer and Allen (1991) model proposed a multidimensional organizational commitment construct that involves affective, continuance and normative commitment. The affective commitment reflects employees' emotional ties to their organization and the staffs. It is the degree of emotional attachment to an organization. Employees who have a strong sense of affective commitment will remain in their organization because they want to be part of it (Meyer & Allen, 1991; Meyer et al., 2002).

Normative commitment is related to employees' feeling of obligation to remain in their organization. Employees with a strong sense of normative commitment believe that they ought to be part of the organization for the organization's sake. Employees who have a strong normative commitment feel moral obligation to give service in their organization. Hence, they are willing to stay in their organization until they feel that they pay back their debt (Meyer & Allen, 1991; Meyer et al., 2002).

Continuance commitment, on the other hand, relies on the cost- benefit calculation. Employees remain in their organization, taking in to account economic (payment and promotion) and social costs (friendship and co- workers) of leaving their organization. Employees who have strong continuance commitment likely stay in their organization because they need to be part of it to safeguard their personal benefits (Meyer & Allen, 1991; Meyer et al., 2002). Despite the above scholars showed that organizational commitment has three main components i.e. affective, continuance and normative. This study was only deal with the first two component i.e. affective and continuance organizational components. Hence Noor and Abdulkarim (2006) conducted factor analysis and conclude that the two components are the critical elements of organizational commitment. So, this study was conducted based on Noor and Abdulkarim (2006) model.

2. 3. The Relationship between Job satisfaction and organizational commitment

The relationship between job satisfaction and organizational commitment is researched in many occupations. Most of these studies found a positively significant relationship between them. This leads us to hypothesize in this study that there is a significant relationship between job satisfaction and organizational commitment.

Also Mathieu & Zajac, (1990), suggested that Past research has found a positive correlation between job satisfaction and organizational commitment. In a similar way, Williams and Hazer (1986) found a direct link between job satisfaction and organizational commitment, whereby job satisfaction is an antecedent of organizational commitment. According to these scholars, this thought process assumes that an employee's orientation toward a specific job heads his or her orientation toward the entire organization.

Research indicated that job satisfaction does not come about in isolation, as it is dependent on organizational variables such as structure, size, pay, working conditions and leadership, which represent the organizational climate (Sempene et al. 2002). However, if job satisfaction is absent and other work opportunities present themselves, turnover could well increase (Martins & Coetzee 2007). Job satisfaction can be viewed as a reaction to a job, arising from what an individual seeks in a job in comparison with the actual outcomes that the job provides to the individual (Rothmann & Coetzer 2002).

Job satisfaction and organizational commitment have been shown to be positively related to performance (Benkhoff, 1997; Klein & Ritti, 1984), and negatively related to turnover (Clugston, 2000; Mathieu & Zajac, 1990) and turnover intent (Lum, Kervin, Clark, Reid & Sirola, 1998). The vast majority of research indicates, a positive relationship between satisfaction and commitment (Aranya, Kushnir & Valency, 1986; Boshoff & Mels, 1995; Harrison & Hubbard, 1998; Johnston et al., 1990; Knoop, 1995; Kreitner & Kinicki, 1992; Morrison 1997; Norris & Niebuhr, 1984; Ting, 1997),. And their relationship has an influence on performance and turnover intent (Benkhoff, 1997; Clugston, 2000; Klein & Ritti, 1984; Lum, et al., 1998; Mathieu & Zajac, 1990).

Meanwhile, there are controversies about the relationship between job satisfaction and organizational commitment. A number of previous researchers have reported mixed findings on the relationship between job satisfaction and organizational commitment. For instance, Curry, Wakefield, Price and Mueller (1986) found no significant relationship between job satisfaction and organizational commitment. However, other researchers (Busch et al., 1998; Chiu-Yueh, 2000; Feinstein & Vondraek, 2006; Freund, 2005; Mannheim et al., 1997) found that job satisfaction was a significant predictor of organizational commitment.

Some researchers like (Freund, 2005; Mannheim et al., 1997) argued that job satisfaction reflects immediate affective reactions to the job while commitment to the organization develops more slowly after the individual forms more comprehensive valuations of the employing organization, its values, and expectations and one's own future in it. Therefore, job satisfaction is seen as one of the determinants of organizational commitment (Mannheim et al., 1997). It is thus expected that highly satisfied workers will be more committed to the organization.

“Employee satisfaction” and “organizational commitment” are two buzzwords associated with the retention of personnel in a variety of occupational settings. Nowhere are these concepts receiving more attention than in the field of corrections, where empirical links are being made between employee commitment, organizational culture, and institutional performance (Byrne, Taxman, & Hummer, in press; Hogan, Lambert, Jenkins, & Wambold, 2006). Much of the interest in assessing and analyzing employee satisfaction stems from a concern about possible on-the-job behavioral consequences (Camp, 1994). Low levels of job satisfaction among correctional employees have been shown to produce various undesirable behaviors, such as using the organization's time to pursue personal tasks, psychological and practical withdrawal from the job, and behavioral changes that alter the work place environment (Camp, 1994).

Additional negative consequences associated with low levels of job satisfaction include attendance problems, higher rates of turnover, early retirements, lack of active participation in job tasks, and psychological withdrawal from work (Camp, 1994).

Strong positive relationships have been observed between organizational commitment and desirable work outcomes such as performance, adaptability and job satisfaction (Angle & Perry

1981; Hunt, Chonko & Wood 1985; Mowday, Porter & Dubin 1974). Research results indicate that satisfied employees tend to be committed to an organization, and employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviors helpful to the organization (Aamodt 2007).

According to Kotze and Roodt (2005), a strong correlation has been empirically established between job satisfaction, employee commitment and retention. Organizational commitment is most probably affected by factors such as type and variety of work, the autonomy involved in the job, the level of responsibility associated with the job, the quality of the social relationship at work, rewards and remuneration, and the opportunities for promotion and career advancement in the company (Riggio 2009).

Job satisfaction and organizational commitment are closely related, but still can be recognized as two separated constructs (Porter, Steers and Boulian 1974). Bateman and Strasser (1984) found commitment to be a precursor of satisfaction. In contrast with Bateman and Strasser (1984) and Porter, Steers and Boulian (1973), Curry, Wakefield, Price and Mueller (1986) and Currivan (1999) found no relation between satisfaction and commitment. More recently, Huang and Hsiao (2007) findings show that the reciprocal relation between commitment and job satisfaction fits the data best. According to analysis of Currivan (1999) the dominant view in the literature assumes job satisfaction causes commitment, an example of this assumption is supported by Wallace (1995).

Conclusively, there are four causal orders between job satisfaction and commitment; (1) job satisfaction precedes commitment, (2) commitment precedes job satisfaction, (3) job satisfaction and commitment have a reciprocal relationship and (4) job satisfaction and commitment have no significant relationship. Although the literature cannot give total clarity about the causal order of job satisfaction and organizational commitment, the majority of the literature showed that job satisfaction is causally related to commitment and as a precursor of commitment. Therefore, job satisfaction will be used as a antecedent of commitment.

Job satisfaction and organizational commitment are the two most observed popular areas that have concerned significant attention on the organizational behavior area (Mathieu and

Zajac, 1990; Allen and Meyer, 1990; O'Reilly and Chatman, 1986). This is because of the fact that a devoted and joyful workforce will contribute towards organizational productivity.

There is no doubt that job satisfaction for employees is essential. Any organization should be concerned about their employees' satisfaction for the reason that : 1) there are very strong indications implying that frustrated employees resign more 2) it is proved that satisfied employees enjoy better health and live longer 3) job satisfaction is an occurrence which goes beyond the board of the organization and the company and its effects would be seen in their private life and out of the organization (Robins, 1970, Allahyari, 2013). The accomplishment of an organization and the quest of quality depend not only on how the organization makes the most of human capabilities, but also on how it stimulates commitment and satisfaction among the employees.

Unit Summary

A job is more than just shuffling paper, writing programming code, waiting on customers, or driving a truck. Jobs require interacting with co-workers, and bosses, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions and the like (Robin and Judge, 2013: 79). Even if job satisfaction has been defined in different ways it can generally be defined as a part of the work environment, impacts on human emotions at work likewise; because the job is a major part of life in the job satisfaction overall satisfaction in life is through (Saatchi, 2003).

Job satisfaction of employee can be affected by different factors. To mention some, satisfaction with the work itself, satisfaction with pay, satisfaction with promotion, satisfaction with supervision and satisfaction with co-workers are those commonly mentioned by scholars.

There are numerous models of job satisfaction. These include affect model, dispositional model, equity model, discrepancy model, two factor theory and job characteristics model. For the purpose of this study Spector's job satisfaction model which includes pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of the work and communication was adapted and used (Spector 1997).

Organizational commitment is one of the variables discussed in this chapter. Sheldon (1971) defines it as an attitude or an orientation towards the organizations, which links or attracts the identity of the person to the organizations. Organizational commitment models and factors

affecting organizational commitment were also discussed in this chapter. Meyer and Allen (1991) model proposed a multidimensional organizational commitment construct that involves affective, continuance and normative commitment. But for the purpose of this study only affective and continuance organizational commitment were considered. Because Noor and Abdulkarim (2006) pinpointed that these components are the critical elements of organizational commitment through their factor analysis study. It has also been discussed that job-related factors, employment opportunities, work environment, positive relationships, organizational structure, management style are some of the factors affecting organizational commitment organizational commitment.

Finally, the relationship between job satisfaction and organizational commitment has been discussed in this chapter. Works of different researchers were reviewed and it was found out that most of the studies agreed that there is a positively significant relationship between them.

CHAPTER THREE

Research Design and Methodology

In this chapter, the research methods employed including research design, description of the study setting and population, sample size and sampling techniques, data collection instruments development and administration procedures, methods to present and analyze the data were presented.

3.1 Design of the Study

In this study the researcher employed descriptive survey research design **under the mixed methods approach** to generate data about the current conditions of job satisfaction and organizational commitment among employees in Amanuel specialized hospital. Dornyei (2011), descriptive survey research design involves the collection or analysis of both qualitative and quantitative data in a single study with some attempts to integrate the two approaches at one or more stages of the research process. The researcher used both quantitative and qualitative studies to triangulate the data following instruments that could insure the validity and reliability of the research.

3.2. Study Setting

Keeping issues of accessibility, feasibility and logistics convenience into consideration, this study was conducted at Amanuel Specialized hospital. This hospital was selected for two additional reasons. First, its accessibility to the researcher which would ease research costs and time. Secondly, as mentioned earlier, the hospital is the only mental health diagnostic hospital, which needs serious attention with regard to employee satisfaction and organizational commitment.

Amanuel hospital was founded in 1938 during the time of Italian invasion to provide general health service to the citizens. The hospital is found in the Southern part of Addis Ababa, Addis Ketema Sub-city, Kebele 08/09. Until 1956, it was administered by the Directorate of Health Affairs, which was organized under the then Ministry of Internal Affairs. Since 1956, however, the hospital was re-instituted by a new proclamation and its organization was transferred to the Ministry of Health, by the time it was specifically mandated with a mental health diagnosis. As a result of its long time service in the area, the incumbent government has also given due attention

to the hospital and recognized it, since 1997, as one among few specialized hospitals of the federal government. In addition to its specialized service as a mental health treatment center, the hospital has been serving as the only center for research and training in the mental health related programs. Though the hospital was rendering its services mainly through the middle level domestic health experts during the imperial regime, expatriate mental health professionals (like from Cuba, Russia, Bulgaria, etc) were highly involved during the Derg regime. At the moment, its services are being delivered by domestic professional found at different level of educational status, though the hospital has academic relations with other foreign universities in similar area.

The hospital has been providing health services for about 300 in-patients (bed-based service) and 400 out-patients (commuters) daily, though this is too few related the needs. To address the acute shortage of professionals in the area, the hospital has been training experts coming from different regions and has offered diploma for more than 500 experts in psychiatry nurse and health assistance till now. In addition, it has been jointly working with other national universities in delivering first and second degree courses in psychiatry. Furthermore, it is trying to expand its services by building a branch hospital in other areas. In this regard, the new General hospital and Mental Health Center (MHC) built in Yeka Sub-city (around Kotebe) is the case in point. The new hospital has 140 beds for general health service and 152 beds for serious mental health treatment in addition to research and training centers and other administrative offices. The hospital is totally completed and ready for operation by the time this data was collected. Up on its full operation, the new site could not only double the current level of service delivery but also makes its provision more effective by applying better technology.

3.3. Population of the study

According to the human resource department of Amanuel Specialized Hospital, **434** administration staffs and **366** medicals staffs are currently working in the Hospital. So, the total population of this study was **800** (**385** males & **415** females). This specialized hospital was selected because the hospital is the only one specialized in mental health diagnosis in the country, where the activities in the hospital are tend to be more challenging, both physically and emotionally, than other hospitals that might create job dissatisfaction and lack of organizational commitment among the employees

3.4 . Sample Size and Sampling Techniques

The sample size was determined by multiple factors such the nature of the population, number of population and the level of confidence interval. Based on these criterias Cohen, Manion and Morrison (2007) indicated that for total number of **800** population and **95%** confidence interval **343** samples are required to represent the population. Taking this point in to consideration, initially 350 samples were selected and the questionnaire was administred but **30** of them did not fullfill the questionnaire appropriately and the data from them were not included in the actual data analysis. Only **320 (158 males & 162 females)** were the actual participants of this study. Moreover, 8 people (4 administrative staff & 4 practitioners) were selected purposively. These people were selected based on their position i.e managerial level and awareness on the study issue.

The participants of this study for questionnaire were selected randomly using lottery method. This method helps the researcher to avoid biases in selecting samples and it has a significant value in ensuring representativeness of the samples to the population. It also makes easy to generalize the research result to the population.

3.5. Data Gathering Tools

Based on the objectives of the study, the necessary data were collected using questionnaire, interview, and document analysis. Using different data collection instruments is important to assure the reliability of data collected using different instruments measuring the same variable.

3.5.1. Questionnaire

Questionnaire was one of the instruments that were used to collect data for this study. It enabled the researcher to collect a large quantity of information in a relatively short period of time. It also used to collect data from large groups of subjects with a short period of time for it would be easy to administer on a number of subjects in one place at a time. It was employed to collect data regarding job satisfaction and organizational commitment in Amanuael Specialized Hospital. The questionnaire has three main parts. These are background information, job satisfaction and organizational commitment level.

The background questionnaire collects data regarding gender, age, educational level, job position and work experiences of employees.

Job Satisfaction Questionnaire

The job satisfaction questionnaire was adapted from Spector (1994) job satisfaction survey. The instrument has a total of 36 items with six alternatives that ranges from strongly disagree up to strongly agree. The instrument has nine (9) subitems i.e. pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work and communication. Each sub-scale is measured through four items in the instrument. The instrument has a total reliability of 0.91 measured by Cronbach alpha.

The following table summarizes subscales, items measure the subscales and the description what each sub scale measures.

Table. 1: job satisfaction subscales and their description

Sub scale	Item numbers that measure the sub scale	Description of the subscale
Pay	1, 10, 19, 28	Pay and remuneration
Promotion	2, 11, 20, 33	Promotion opportunities
Supervision	3, 12, 21, 30	Immediate supervisor
Fringe Benefits	4, 13, 22, 29	Monetary and nonmonetary fringe benefits
Contingent rewards	5, 14, 23, 32	Appreciation, recognition, and rewards for good work
Operating conditions	6, 15, 24, 31	Operating policies and procedures
Coworkers	7, 16, 25, 34	People you work with
Nature of work	8, 17, 27, 35	Job tasks themselves
Communication	9, 18, 26, 36	Communication within the organization
Total	1-36	Total of all facets

According to Spector (1994) from the total number of 36 items which measures job satisfaction level with six range alternatives scores range from 36-108 indicates dissatisfaction, from 144-216 shows satisfaction and ranges from 108-144 indicates that the workers are ambivalent (undecided).

All the items were found reliable during pilot test. The pilot test was carried out on 30 people (15 males & 15 females) who were not included in the actual sample. The total reliability of the items were found 0.72 measured by Cronbach alpha. So, 36 items were used to collect data in the actual study.

Organizational commitment Questionnaire

Organizational commitment has different components. These are affective, continuance and normative components. However, for the purpose the two components i.e affective and continuance commitments were, considered in this study. These components were, considered as critical elements of organizational commitment (Noor & Abdulkarim, 2006). So, 17 items which measures affective and continuance organizational commitments were adapted and used in this study.

The instrument had a total reliability of 0.79 measured by Cronbach alpha. The instrument had a total number of eight (8) items which measures affective commitment and 9 items which measures continuance organizational commitment with seven alternatives which ranges from strongly disagree to strongly agree. However, during the pilot study the alternatives were reduced in to six alternatives. During pilot study, two items in the affective component were found less reliable and they become discarded from the instrument in the actual study. The total reliability of the instrument was found 0.7 based on the pilot test result. Generally, 15 items were used to collect data regarding organizational commitment in this study.

3.5.2. Interviews

Interview was one of the instruments used in this study to complement the data. It was conducted with four medicals and four administrative staffs. The interview items were prepared to examine the level of employees' job satisfaction and their organizational commitment. Moreover, the researcher tried to collect depth data on different factors that influence worker's job satisfaction and their organizational commitment. This helped the researcher to dig out in-depth information from the participants related the relationship between job satisfaction and organizational commitment.

3.5.3. Document analysis

Document analysis is one of the instruments of data collection used in this study. Here, documents containing employees' turnover and new entrants over a series of years were analyzed to triangulate it with the results obtained through primary data sources, mainly with those related to the levels of employees' job satisfaction.

3.5. Procedures of Data Collection

In this study, four phases of data collection procedures were employed. In the first phase of this study, the researcher has given cooperative letter to the administrator of the hospital. Then the researcher got permission to conduct the study in the organization. After the researcher got permission, schedules were arranged for distributing the questionnaire, conducting interviews, and collecting documents. After this, the researcher gave orientation to assistance data collectors for an hour.

In the second phase, the researcher and the assistants met the participants and distributed the questionnaire. Before distributing the questionnaire, the researcher and the assistants asked the participants whether they are interested to take part in this study or not. Fortunately, almost all of the participants were interested to take part in this study. Since Amanual Hospital is the only mental health hospital in Ethiopia, most of the workers were busy to fill the questionnaire due to this it took more than three weeks to collect the questionnaire.

In third stage face- to- face interview was held with higher managers based on the preplanned timetable. Only the researcher collected the interview data. Finally the necessary documents were collected from the human resource management office of Amanual specialized hospital.

3.6. Data Analysis

After the questionnaires were collected all incompleting items were filtered and only properly completed items were included in the analysis. All negatively stated items were reversely scored. After this, all the data were entered in to SPSS version 21(Statistical Software Package for Social Sciences). Before the analysis of the data, different assumptions of the statistical techniques employed in this study like normal distribution, linear relationship, multi collinearity and equal variances were checked. The data assured that these assumptions are met. Then data were analyzed using correlation, single sample t-test, independent t-test, one way ANOVA and multiple regression analyses were used in the current study.

Pearson product moment correlation coefficient has been employed to examine the relationship between job satisfaction and organizational commitment and their components. Single sample t-test was employed to compare the difference between the expected mean and the observed mean of the worker's job satisfaction and organizational commitment. Independent t-test were employed to compare the worker's mean of job satisfaction and organizational commitment based on job category i.e supportive and practitioner, gender i.e male and female. One way ANOVA was employed to compare the worker's job satisfaction and organizational commitment mean across educational levels and ages. Multiple regression analysis was employed to investigate the individual and combined effects of different components of job satisfaction i.e pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work and communication on organizational commitment level of workers. Moreover, step wise multiple regression was used to determine how the significant variables predict organizational commitment of workers. In addition, the qualitative data (one-to-one interviews) organized and grouped for analysis using transcribing techniques. Then the data were analyzed using content analysis technique. The document was also analyzed using content analysis method, which focused on the level of job satisfaction and organizational commitment.

3.7. Ethical Considerations

Initially, informed consent would be secured from respondents. They had given enough information and explanation about the research objectives. They also informed the fact that they have the right to withdraw from the research at any time whenever they are not comfortable about it. Ethical clearance was secured from Amanuel Specialized Hospital. Finally, participants were assured of the anonymity and confidentiality of their response

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

In this chapter results in relation to background characteristics of participants, differences in job satisfaction and organizational commitment based on the background character of participants, workers' level of job satisfaction and organizational commitment and their correlation were presented. Finally, the result obtained through regression and step wise regression to predict workers' level of organizational commitment using components of job satisfaction as predictor variables have been presented.

4.1. Characteristics of Respondents

In order to have a clear understanding of the participants of the study, back ground information was collected and analyzed hereunder. **Table 2: Gender, Age and Job Position of Respondents**

Variable	Group	Frequency	Percent
Gender	Male	158	49.4
	Female	162	50.6
	Total	320	100.0
Age	<26	49	15.3
	26-35	148	46.3
	36-40	103	32.2
	46-55	18	5.6
	56-65	2	.6
	Total	320	100.0
Job Position	Physicians	9	2.8
	HO & Nurse	144	45.0
	Pharmacists	15	4.7
	Environmental Health	5	1.6
	Lab-technicians	5	1.6
	Psychologies	9	2.8
	Social workers	4	1.3
	Mangers	12	3.8
	Accountants	25	7.8
	Record-keeping workers and typists	30	9.4
	Labors & Drivers	62	19.4
	Total	320	100.0

As can be seen in Table 2, a total of 320 participants participated in this study of which almost half 49.4% of participants were male and the remaining half 50.6% were female participants. Regarding age of participants the majority, 46.3%, were in the age range of 26-35 while the minority, 0.6% were 56 and above years old. Concerning job position the majority, 45%, of participants were Ho and Nurse on the other hand the minority of participants which is about 1.3% were social workers. The data showed that most of the employees at the hospital are below age 35. This may be a good opportunity to the organization to introduce best practices at the hospital because this age group is easily vulnerable to change and accept reforms without much resistant.

Table 3: *Position and work experiences of Respondents*

Backgrounds	Groups	Frequency	%
Job Position	Practitioners	195	60.9
	Supportive staff	125	39.1
	Total	320	100.0
Work Experiences	< = 5	170	53.1
	6-10	91	28.4
	>11	59	18.4
	Total	320	100.0

The data shown in Table 3 indicates that most of the participants were practitioners 195 (60.9%) and with regard of work experience most of the participants have an experience below five years 170 (53.1%) and followed by workers' with five to ten work experience and those employees with above ten years work experiences respectively. This may show that most of the employees at the hospital are probably young and may lack experiences to shoulder their responsibility. This probably hinders the effectiveness of the organization. On the contrary this may be a good opportunity to the organization to implement new best practices and trainings easily, hence younger employees are less resistant for change.

Table 4: *Educational level of participants*

Educational level	Frequency	%
PhD	2	.60
Masters degree	30	9.4
First degree	82	25.6
Diploma	147	45.9
Diploma incomplete	12	3.8
High school completed	33	10.3
High school incomplete	14	4.4
Total	320	100

Regarding the educational level of participants the majority 147 (45.9%) were with educational level of diploma followed by first degree holders 82 (25.6%) while the minority were with educational level of PhD. This data showed that most of the participants in this study were employees with educational preparation of diploma and below. As it is obvious employees' academic preparation is one of the main determinant to do their work properly i.e. to be committed in their profession, most of the employees at Amanuel Specialized hospital were found with the educational level of diploma and below. This may become a bottleneck to shoulder their professional and organizational commitment effectively.

4.2 The Status of Employees' Job Satisfaction at Amanuel Specialized Hospital

This section presents the results of selected continuous variables of the two essential normal distribution functions: Leven's test for equality of variance and the independent sample t-test for equality of means. The interpretation and analysis of the result has gone through two steps. Leven's test for equality of variance (F-test) has been first examined for each variable to check whether homogeneity of variance can be assumed followed by selection of correct t-test value. In this section observed means, expected means, mean differences, standard deviations job satisfaction have been presented. Moreover, comparison between observed mean and expected mean was examined. In Table 5, the descriptive statistics of each component was presented.

Then the researcher compared the expected mean and the observed mean of each variable by using one sample t-test.

Table- 5 Employees' level of job satisfaction

Variables	Observed Mean	Expected a mean	Mean difference	Std. deviation	t-obtained	Sig.(2-tailed)
Fringe Benefits	11.12	14	-2.881	3.83	-13.443*	.000
communication	15.2	14	1.187	3.79	5.605*	.000
Contingent reward	13.9	14	-0.125	3.76	.595	.552
coworkers	17.40	14	3.446	3.29	18.725*	.000
Nature of work	14.88	14	0.875	3.76	4.164*	.000
Operating conditions	15.40	14	1.359	3.83	6.344*	.000
pay	10.91	14	-3.093	3.57	-15.511*	.000
promotion	12.50	14	-1.506	3.29	-8.179*	.000
supervision	16.21	14	2.209	3.97	9.946*	.000
Total job satisfaction	127.471	126	1.471	16.315	1.614	.108

*Significant $P < 0.05$ $df = 319$

The data indicated in Table 5 above showed a comparative analysis between expected mean and observed mean of each variable and one sample t-test was implemented to examine whether the difference was significant or not. Initially the observed mean of job satisfaction components (fringe benefits, communication, contingent reward, coworkers, nature of work, operating conditions, pay, promotion and supervision) were compared with the expected mean of four

items for each variable with six alternative scales and finally the total job satisfaction level was examined using the total 36 items with six alternative scales.

The negative mean difference indicates that the level of job satisfaction was below the expected mean while the positive mean difference showed that the level of job satisfaction was above the expected mean. The data shown in the above table indicated that the level of worker's job satisfaction is below the expected mean in fringe benefits, contingent reward, pay and promotion. The difference was significant in fringe benefits, pay and promotion (at $\alpha = 0.05$, $df = 319$, $p=.000$). This result assured that workers were more dissatisfied with these job satisfaction components. But the mean difference in contingent reward was not statistically significant (at $\alpha = 0.05$, $df = 319$, $p=.000$).

The result pinpointed that worker's level of job satisfaction was above the expected mean in the remaining job satisfaction components i.e communication, co-workers, nature of work, operating conditions, and supervision. The mean differences of these variables were statistically significant (at $\alpha = 0.05$, $df = 319$, $p=.000$). From these result it is possible to conclude that workers were satisfied in these job satisfaction components. The overall job satisfaction level of workers was above the mean but not statistically significant compared with the expected mean at ($\alpha = 0.05$, $df = 319$, $p=.108$).

However, the data obtained from the interview indicated that workers' job satisfaction is very low, due to different reasons such as low salary, fringe benefits, difficulty and complexity of the work and the work environment. According to the interviewees, these factors led workers to leave the organization for a better salary and work conditions. One of the interviewee, for instance, states the following:

If I'm asked, I'm not happy with what I'm being paid by the Hospital. Thus, if I get any opportunity in other organizations, I will leave my job. As you can see the work environment is stressful here which is not equivalent to the payment.

In this study, it was found that employees' level of job satisfaction may vary across the different job satisfaction components. The result from the quantitative data indicates that employees are highly dissatisfied with fringe benefits, pay and promotion. The qualitative data also support this idea. Employees in the hospital are dissatisfied with the payments and fringe benefits they

receive from the hospital. The data obtained from the interview further explained that workers in the organization complain as their salary and other fringe benefits can not compensate their living cost. Despite the quantitative data indicate workers were not satisfied in promotion, it was not coherent with qualitative data is might be due to data source different i.e. workers and mangers' view may be different regarding employees' promotion.

In this regard researchers like Balzer et al. (2000) indicate that employees become satisfied when they believe that they earn the deserved payment and the payment enables them at least cover normal expenses. But the result in this study is contradicted with those principles of pay satisfaction and other non monetary benefits. Moreover, it was found that employees are highly dissatisfied with promotion opportunities in the organization. As Robbins, (1993) noted different practices like unfair promotion rules and limited opportunities may lead workers to become dissatisfied with regard to promotion.

The level of employees' satisfaction in communication, co-workers, nature of work, operating conditions and supervision were “good enough” above the average. Moreover, the qualitative data supports the above result i.e. there was a good relationship among employees, managers, supervisions, clear policies and procedures. The organization has clear upward and downward communication systems, transparency system s are established, and involving employees in decision making are some of the manifestations of employees' job satisfaction in the above job satisfaction components. But regarding the nature of work and its environment the qualitative data confirmed that working with clients with mental problem is difficult and boring. It is entirely different from other works and requires special care and treatment of clients. Due to this, practitioners leave the organization frequently.

Regarding employees satisfaction with the nature of work as Balzer et. al. (2000) and Robins (1993) indicated when the complexity of work is high, boring and uncomfortable workers are more likely dissatisfied. In this study, the workers spend much of their time with clients who are severely affected by mental diseases. Treating such clients and making a smooth relationship is very difficult. Due to these reasons workers may be dissatisfied.

When there is a smooth relationship among workers like active involvement of workers in decision making, good attitude towards colleagues may contribute for the satisfaction of workers in communication aspect. Moreover, if there is friendly relationship, employed centered and

praise good works, all these increases the level of workers job satisfaction with regard of supervision (Robinns, 1993; Balzer et. al. 2000). So, the above principles might be employed to increase workers job satisfaction level in this organization.

In general quantitative data in this study indicates that most employees are ambivalent in their job satisfaction. As spector (1993) explained in his study scores between 108-144 indicates workers are unable to decide their level of job satisfaction. In this study the mean score of employee's job satisfaction was found around 127. Based on this data it is difficult to decide workers are either satisfied or dissatisfied in their job. the data obtained through the interview pinpointed that the level of worker job satisfaction is low. Indicators of job dissatisfaction like perceiving their salary is not adequate to cover living expenses, difficulty and complexity of working with clients who have mental problems, low payment that was not equivalently with their risks are mentioned during the interview. Generally workers' job dissatisfaction may contribute the high turn-over rate in the hospital. The data obtained through document analysis also ensures that there is high turnover rate of workers at the hospital. This may contribute for low quality services given by the hospital. Hence, well experienced experts are replaced by new workers. Further the hospital may expend more money for training new workers and induction purpose.

4.2.1. Job Satisfaction Difference of Employees' along their Background Characteristics

Considering the difference in job satisfaction based on the workers' background may help practitioners to take actions to improve the job satisfaction level of employees with a certain background characteristics. The result was presented along different background characteristics of participants based on their gender, age, employment category, work experience and educational level of workers.

To compare and contrast the mean differences of employees' level of job satisfaction based on their gender and employment category independent t-test was carried out i.e. hence the background variables have two categories. The result is presented in the table below.

Tabel.6 *Employees' job satisfaction based on their gender and employment category.*

Variable	group	n	mean	Std.dev iation	Mean d/ce	df	t	Sig.	Std.error d/ce
Gender	male	158	127.405	16.12	-.132	318	-.072	.94 2	1.28
	female	162	127.537	16.55					
Employment category	practitioner	195	127.39	16.56	-.21	318	-.112	.91 1	1.18
	Supportive staff	125	127.60	15.98					

As it is depicted in the above table the difference in job satisfaction between male (m=127.405, Std.d=16.12) and female (mean=127.537, std.d=16.55) workers was not statistically significant (t=-.072, df=318, p>.05). This data implies that both males and females were almost at equal level of job satisfaction. Moreover, the table also indicate that there is no significant mean difference in job satisfaction between employment categories (t=-.112, df=318, p>.05). This means both practitioners and supportive staffs had almost similar of job satisfaction.

One way ANOVA was employed to compare mean differences in job satisfaction among Variables which have beyond two categories. Based on this analysis the result was shown below.

Tabel.7: *Employees' job satisfaction based on their age, work experience and educational level*

variables		Sum of squares	df	Mean square	f	Sig.
Age	Between groups	551.071	4	137.768	.514	.725
	Within groups	84360.676	315	267.812		
	total	84911.747	319			
Work experience	Between groups	382.251	2	191.125	.717	.489
	Within groups	84529.496	317	266.655		
	total	84911.747	319			
Educational level	Between groups	2289.802	6	381.634	1.446	.197
	Within groups	82621.945	313	263.968		
	total	84911.747	319			

As can be seen in the Table 7 above, univariate Analysis of Variance (ANOVA) result indicated that there was no statistically significant mean score difference in job satisfaction among employees' age categories ($F = .514, df = 4, 315, p >.05$). The result is also the same across different work experienced employees ($F=.717, df =2, 317, p>.05$). Moreover the result assured that the mean difference in job satisfaction across workers with different educational accomplishments was not statistically significant ($F=1.446, df=6, 313, p>.05$). All these results indicate that the level of job satisfaction is almost the same across workers' age, work experience and their academic accomplishments.

Generally, it was found that none of the background variables were associated with employees' level of job satisfaction level. In contrary to this finding Salami (2008) found that the above mentioned backgrounds are associated with employees' level of job satisfaction. The main reason for this variation might be due to low level of job satisfaction among most workers or there was little variation in employees' level of job satisfaction. From this result it is possible to conclude that the level of employees' job satisfaction was almost similar across employees with different backgrounds.

4.3 The Status of Organizational Commitment at Amanuel Specialized Hospital

Organizational commitment play a significant effect on improving the services given by the organization to satisfy its customers' needs (Jaskyte and Lee, 2009). **Although** Organizational commitment has three main components **namely** affective, continuance and normative. this study deal with the only first two component, i.e. affective and continuance organizational components. Noor and Abdulkarim (2006) conducted factor analysis and conclude that the two components are the critical elements of organizational commitment. So, this study was conducted based on this model. So, the result was presented along the two main components of organizational commitment specifically and integrating the two components to determine the overall organizational commitment of employees at Amanual Specialized hospital.

Table 8:- Employees' organizational commitment status at Amanuel Specialized hospital.

Variables	Observed Mean	Expected a mean	Mean difference	Std. deviation	t-obtained	Sig.(2-tailed)
Affective org. commitment	20.925	28	-7.075	4.459	-28.38*	.000
Continuance org. commitment	25.053	31.5	-6.447	6.95	-16.575*	.000
Total org.comt.	45.978	59.5	-13.52	8.83	-27.390*	.000

*Significant $P < 0.05$ $df = 319$

Regarding organizational commitment the result of this study showed that workers' are less committed to the organization which was below from the mean in both components of organizational commitment and over all organizational commitment ($\alpha = .05$, $df = 319$, $p = .000$). This result indicates that the level of the workers' organizational commitment was low.

The data obtained from the interview and document analysis depicted that employees' turnover is very high as a result of job dissatisfaction. The document obtained from the hospital human resource showed that there was high employee turnover. For example, about 116 employees have left the hospital, due to different reasons, between July 2014 and February 2016. As the data shows, high and frequent turnover make the services in the hospital is being provided by experts always new for the work environment, if not for the work, which has a practical impact on the services being provided. Out of the total employees left their job, about 32% are health experts. This again shows a critical shortage of professional service in the hospital that can contribute in aggravating the problem of its natural clients (the mentally challenged).

According to the interviewees, workers are somewhat dissatisfied by the salary they obtain and the work environment they are working in. Asked about the issue, one of the administrators stated the following:

" what we could better say here is that our workers are performing within difficult work environment and the benefit they are generating could not compensate the risks they are taking. These problems have forced them to leave the organization frequently, which means having its own negative impact on the normal operation of the organization. "

Affective organizational commitment deals on the emotional attachment of the employee in the organization. It focuses on individual's psychological or emotional connection to identification and participation in the origination (Meyer and Allen, 1997). Employees are affectively committed to the organization; if their employment relationship is match with the goals and the values of the organization they are currently working (Beck and Wilson, 2000). Affectively committed employees work on great devotion on voluntary basis, and their persistence commitment ensures that employees retain their organizational membership (porter *et.al.* 1974). In contrary to the above idea, the result of this study indicates that the employees' organizational commitment was low and below the average. This shows that employees did have good emotional attachment with the organization. Different factors like unbalance payment with work, absence of fringe benefits, complexity of work, inadequate promotion, poor motivation mechanisms, unfavorable working environment and the like may contributed for less affective commitment of workers to their organization.

Continuance commitment of workers deals with different expenses, threats and benefits associated with leaving the organization (Meyer & Allen, 1997). From the perspective of continuance commitment employees are committed to the organization because of the money they earn spending time within the organization.

The result form this study showed that the level of employees' continuance commitment is low. This dimension mainly focuses on employees' commitment to the organization by considering the financial benefits gained being within the organization. The data obtained from the interview revealed that most employees are not satisfied with their salaries and fringe benefits they earn from the hospital. These payments do not even compensate their living cost. Most of the employees believed that the nature of their work is complex and challenging but the payment they earn does not equivalent to the work they perform. As a result of this most of the employees are running in search of better workers, salary and other benefits than ensuring continuance commitment to the organization.

In general, the result of this study revealed that the overall organizational commitment of employees was low in the organization. Especially dissatisfaction with the salary they earn for the job they perform, the nature of their customers, promotion opportunity of the organization and nature of their work and its environment. All these factors may hinder their overall commitment of employees to the organization. This finding is consistent with Riggio (2009) who indicated that organizational commitment is influenced by various factors such as nature of work, rewards and remunerations, opportunities and career advancement in the organization.

4.3.1. Organizational commitment status along Employees' Background Characteristics

To compare and contrast the mean differences of employees' level of organizational commitment based on their gender and employment category independent t-test was carried out i.e hence the background variables have two categories. The result is presented in the table below.

Table9: *Employees' organizational commitment based on their gender and employment category.*

Variable	Group	n	mean	Std. deviation	Mean d/ce	df	t	Sig.	Std.error difference
Gender	male	158	46.1646	8.85	.368	318	.372	.71	.704
	female	162	45.7963	8.84					
Employment category	practitioner	195	45.17	8.72	-2.06	318	-2.04	.042	.79
	Supportive staff	125	47.23	8.89					

As it is depicted in the above Table the difference in organizational commitment between male (mean=46.1646, Std.d=8.85) and female (mean=45.7963, std.d=8.84) workers is not statistically significant ($t=.372$, $df=318$, $p>.05$). This data indicate that both males and females are more or less the same in their organizational commitment. In addition the result shown in the table pinpointed that there was statistically significant mean difference in organizational commitment between employment categories ($t=-2.04$, $df=318$, $p>.05$). This means supportive staffs are more committed to the organization than practitioners.

One way ANOVA Analysis Technique was employed to compare mean differences in organizational commitment among variables which has beyond two categories. Based on this analysis the result is shown below.

Tabel.10: *Mean difference of employees' organizational commitment based on their age, work experience and educational level*

variables		Sum of squares	df	Mean square	f	Sig.
Age	Between groups	359.298	4	89.825	1.154	.331
	Within groups	24519.549	315	77.840		
	total	24878.847	319			
Work experience	Between groups	365.032	2	182.516	2.360	.096
	Within groups	24513.815	317	77.331		
	total	24878.847	319			
Educational level	Between groups	604.850	6	100.808	1.300	.257
	Within groups	24273.996	313	77.553		
	total	24878.847	319			

As can be seen in the table above, univariate Analysis of Variance (ANOVA) result indicated that there was no statistically significant mean differences in employees' organizational commitment among their age categories ($F = 1.154$, $df = 4, 315$, $p > .05$). The result is also the same across different work experience of employees ($F=2.36$, $df=2, 317$, $p>.05$). Moreover, the result assured that the mean difference in organizational commitment across employees' educational background was not statistically significant ($F=1.30$, $df= 6, 313$, $p>.05$). From this

data, it is possible to say that organizational commitment of workers does not vary based on their age, work experience and educational background.

The findings of this study pinpointed that the overall organizational commitment of employees was not associated with participants background characteristics except employment category i.e. gender, age, work experience and educational level. In contrary to this findings different researchers found that there was an association between employees organizational commitment and their background variables. For example salami (2008) found that older workers were more committed than young workers. The studies of Eliswed and Mohammed (2014), Pala, Eker and Eker (2008) found that there was no association between age of workers and their organizational commitment. But their research result also revealed that employees with higher educational qualification were more committed to their organization. Regarding gender, studies found that there was an association between gender and organizational commitment. For example, faroog and Zia (2013) found that male employees scored higher in organizational commitment than females. Inconsistence of this research finding suki and suki (2011), salam; (2008) found that gender did have a significant effect on organizational commitment of employees.

Several reasons may contribute for the variations in results across different researches. These include area of focus, setting of the study, nature of research participants and methods employed to study the research problem.

4.4. The Relationship between Employees' Job satisfaction and organizational commitment

Components at Amanuel Specialized Hospital

To examine the direction and magnitude of relationships between the components of job satisfaction and organizational commitment, the researcher applied Pearson product moment correlation coefficient. The correlations among these components are presented as follows.

Table-11. Inter correlations among the components of job satisfaction and affective organizational commitment

Variables	Affective org. commitment.	Continual org. commitment	benefits	communication	Cont. rewards	Co-workers	Nature of work	Operational conditions	pay	promotion	supervision
Affective org. commitment.	1										
Continual org. commitment	.156**	1									
benefits	.079	.257**	1								
communication	.234**	-.009	.161**	1							
Cont. rewards	.159**	.037	.359**	.336**	1						
Co-workers	.162**	-.088	.003	.209**	.104	1					
Nature of work	.312**	.042	-.111*	-.162**	-.075	.239**	1				
Operational conditions	.126**	-.062	.359**	.359**	.384*	.263**	-.19*	1			
pay	.116*	.161**	.319**	.334**	.341*	.088	-.158**	.213**	1		
promotion	.227**	.033	.164**	.015	.149*	.210**	.194**	.059	.192**	1	
supervision	.073	.032	-.147**	.283**	.023	.409**	.133*	.156**	-.005	.263**	1

**= Correlation is significant at 0.01 level (2 tailed) , *= correlation is significant at 0.05 level (2 tailed)

The result shown in Table 11 indicated that all the components of job satisfaction were positively related with affective organizational commitment. Moreover, these relationships for the exceptions of benefits and supervision were significantly correlated with continual job commitment at ($\alpha = 0.01$) and ($\alpha = 0.05$) for communication, contingent rewards, co-workers, nature of work, operational conditions, promotion and pay respectively. The results pinpointed that nature of work ($r=0.312$), communication ($r=.234$), and promotion (.227) have the highest relationships compared with the rest job satisfaction components. But the amount of benefits and supervision did not significantly correlate with the workers level affective organizational commitment. So, these components have a minimal role in influencing worker's affective organizational commitment.

Regarding the relationship between job satisfaction components and continual organizational commitment, the results of this study showed that benefits and pay have positively and significantly correlated with continual organizational commitment (at $\alpha = 0.01$). The rest components of job satisfaction did not have statistically significant relationship with worker's continual organizational commitment level.

In general, the relationship between the level of job satisfaction and organizational commitment was found positive and statistically significant ($r = 0.256$, $p < 0.05$). This implies that as employees' job satisfaction increases in the organization, their commitment to the organization mission will also increases and vice-versa.

Both the correlation analysis and the qualitative data showed that, there was a positive relationship between the level of employees' job satisfaction and their organizational commitment.

The different components of job satisfaction such as communication, contingent rewards, co-workers, nature of work, operational conditions, pay and promotion were found positively and significantly correlated with the employees' affective organizational commitment. This result implies the different components of job satisfaction were highly related with employees' affective organizational commitment. Moreover, it was found that the components of job satisfaction benefits and pay were found positively and significantly with continual

organizational commitment. This research results confirmed that employees are continually committed by associating their payment and benefits with the work they have done.

4.4.1. Overall and Independent Contributions of job satisfaction components in predicting worker's affective organizational commitment

Table-12 *The contribution of job satisfaction components in predicting affective organizational commitment*

Variables	Unstandardized coefficients		Standardized coefficients	t	Sig.level (at 0.05)	R=.474 overall R ² = 0.225
	B	Std. error	beta			
Affective org. commitment.	6.571	1.858		3.537	.000	
benefits	-.014	.067	-.012	-.217	.828	
communication	.322	.071	.273	4.54*	.000	
Cont. rewards	.040	.070	.034	.568	.57	
Co-workers	.002	.080	.001	.019	.985	
Nature of work	.426	.066	.359	6.486*	.000	
Operational conditions	.104	.069	.090	1.507	.133	
pay	.027	.072	.022	.375	.708	
promotion	.237	.075	.171	3.069*	.002	
supervision	-.128	.067	-.114	-1.905*	.05	

*significant at 0.05 level (2 tailed)

To investigate the contributions of employees' job satisfaction in predicting worker's affective organizational commitment all the components of job satisfaction were entered in to the regression model simultaneously. As shown in Table 12, the multiple correlation (R) between affective organizational commitment and the linear combinations of the predictor variables (benefits, communication, contingent rewards, co-workers, nature of work, operational conditions, pay, promotion and supervision) was 0.474. To determine whether multiple R is statistically significant or not the researcher applied F-test. The result showed that the correlation between affective organizational commitment and the combined predictor variables (components of job satisfaction) was found to be statistically significant (at $\alpha = 0.05$ $df = 9, 310$). The total coefficient of determination (R^2) indicates that the combined effect of all predictor variables on workers' affective job commitment was 0.225. That means nearly 22.5% of the variation in the affective organizational commitment can be attributed to the variation of the combined predictor variables i.e. job satisfaction components. The remaining 77.5% of the variation in affective organizational commitment can be attributed to other variables which were not included in this study.

The result of the multiple regression analysis showed that only communication, nature of work promotion and supervision were found significant predictors of workers' affective organizational commitment ($\alpha = 0.05$, $df=310$). But the effect of benefits, contingent rewards, co-workers, operational conditions, and pay were not statistically significant ($\alpha = 0.05$ $df=310$) in predicting workers' affective organizational commitment.

Out of the total contribution of all predictor variables (22.5%) nature of work contributed 11.2% (beta=0.359, $r=0.312$), communication contributed 6.4% (beta=0.273, $r=0.234$), promotion contributed 4% (beta=0.171, $r=0.227$) and supervision negatively influence by -0.83% (beta=-.114, $r=.073$) in explaining workers affective organizational commitment. This result indicated that the largest contribution is made by the nature of work in the organization.

This research result confirmed with the findings of different research results which indicated that a positive correlation between job satisfaction and employees' organizational commitment (Mathieu and Zajac, 1990; Williams and Hazer, 1986) and it is negatively related to turnover (Clugston, 2000; Mathieu and Zajac, 1990). Low levels of job satisfaction is associated with

undesirable behaviors, spending organizational goals to achieve personal tasks, psychological and practical withdrawal from the job, attendance problems, higher rates of turnover, early retirements and lack of active participation in job tasks (Camp, 1994). This indicates that the level of employees' job satisfaction is positively correlated with organizational commitment. Employees' with high level of job satisfaction tend to be committed to their organization. They are more likely to attend their work, stay with the organization, arrive at work on time, perform well and engaged in behaviors to accomplish the organization's goals and missions (Aamodt, 2007).

4.4.2 The Contribution of Significant job satisfaction components in predicting worker's affective organizational commitment

To examine the contribution of the significant predictors (nature of work, communication, promotion and supervision) to the prediction of workers' affective organizational commitment, step wise regression was run and the result was shown in the following table.

Table-13 *Step wise multiple regression of predictors of affective organizational commitment (only significant predictors are included)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.312 ^a	.097	.094	4.24399	.097	34.232	1	318	.000
2	.425 ^b	.180	.175	4.05003	.083	32.187	1	317	.000
3	.453 ^c	.205	.197	3.99536	.024	9.734	1	316	.002
4	.464 ^d	.215	.205	3.97535	.010	4.190	1	315	.041
a. Predictors: (Constant), Nature of work									
b. Predictors: (Constant), Nature of work, Communication									
c. Predictors: (Constant), Nature of work, Communication, promotion									
d. Predictors: (Constant), Nature of work, Communication, promotion, supervision									

The first predictor that was entered first in step wise analysis (model -1) was the predictor which has the highest correlation with affective organizational commitment, i.e. nature of work. From Table 13, model-1 indicated that 9.7 % of the variance in affective organizational job commitment was shared with or explained by nature of work independently. The variable added in the second model which was the second greatest significant predictor variable of the variance in affective organizational commitment was communication. Communication brought 8.3% of change in explaining workers' affective organizational commitment. In third model promotion was added in the regression model and it brought 2.4 % change in explaining workers' affective organizational commitment and lastly supervision was immersed to the regression model and explains 1% change in workers' affective organizational commitment. Totally the nature of work, communication, promotion and supervision can explained or accounted for 21.5% of the variance in workers' affective organizational commitment.

4.4.3. Over all contributions of job satisfaction components in predicting workers' **Continuance organization commitment**

All the components of job satisfaction were entered to the regression model to examine their overall contributions to predict workers' **continuance** organizational commitment. The result is shown in table 14.

Table-14 *The overall contribution of job satisfaction components in predicting workers' continuance organizational commitment.*

Model		Coefficients ^a					R=.363 R ² =.132
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	20.592	3.068		6.712	.000	
	benefits	.551	.110	.304	5.010*	.000	
	Communication	-.127	.117	-.069	-1.082	.280	
	Contingent Rewards	-.070	.116	-.038	-.602	.548	
	Co-Workers	-.286	.131	-.135	-2.175*	.030	
	Nature of work	.169	.109	.091	1.553	.121	
	Operating conditions	-.200	.114	-.110	-1.748	.081	
	pay	.336	.119	.172	2.818*	.005	
	promotion	-.153	.125	-.073	-1.230	.220	
	supervision	.310	.111	.177	2.786*	.006	
a. Dependent Variable: CC							

As data shown in table 14, the overall correlation (R) between workers job satisfaction components and their continuance organizational commitment was found 0.363 and this

relationship found to be statistically significant (at $\alpha = 0.05$ $df= 9, 310$). The total coefficient of determination (R^2) indicates that the combined effect of all predictor variables on workers' **continuance** organizational commitment was 0.132. That means nearly 13.2% of the variation in the **continuance** organizational commitment can be attributed to the variation of the combined predictor variables i.e. job satisfaction components. The multiple regression analysis result pinpointed that from the different components of job satisfaction only benefits, co-workers, pay and supervision significantly predict workers' **continuance** organizational components ($\alpha = 0.05$, $df=310$) but the remaining job satisfaction components fail to significantly predict workers' organizational commitment.

4.4.4. The contribution of significant predictors to explain workers' continual organizational commitment.

Step wise multiple regression was carried out to investigate the overall and independent contributions of significant components of job satisfaction in predicting workers' continual organizational commitment. The result is presented in table 15.

Table-15 *The contribution of significant predictors on workers continual organizational commitment.*

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.257 ^a	.066	.063	6.73532	.066	22.401	1	318	.000
2	.290 ^b	.084	.078	6.68026	.018	6.263	1	317	.013
3	.310 ^c	.096	.088	6.64512	.012	4.362	1	316	.038
a. Predictors: (Constant), benefits									
b. Predictors: (Constant), benefits, Operating conditions									
c. Predictors: (Constant), benefits, Operating conditions, pay									

As depicted in table 15, the benefit component of job satisfaction hold the highest share (6.6%) in predicting workers' continual organizational commitment, followed by operating conditions which explains (1.8%) variations in workers' continual organizational commitment and at last pay brought 1.2% variations in workers' continual organizational commitment. Totally the three significant variables can predict 9.6% of the variation in workers' continual organizational commitment.

4.4.5. The overall contribution of job satisfaction components in predicting workers' organizational commitment.

To investigate the overall contributions of job satisfaction components on workers' organizations commitment multiple regression was carried out using enter method.

Table-16: *The overall contribution of job satisfaction components in predicting workers' organizational commitment*

Coefficients ^a							
Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.	R=.385 R ² =.148
		B	Std. Error	Beta			
1	(Constant)	27.162	3.858		7.041	.000	
	benefits	.536	.138	.233	3.880*	.000	
	Communication	.195	.147	.084	1.326	.186	
	Contingent Rewards	-.030	.146	-.013	-.205	.838	
	Co-Workers	-.284	.165	-.106	-1.721	.086	
	Nature of work	.595	.136	.253	4.359*	.000	
	Operating conditions	-.095	.144	-.041	-.664	.507	
	pay	.363	.150	.146	2.421*	.016	
	promotion	.078	.157	.029	.500	.617	
	supervision	.182	.140	.082	1.298	.195	

a. Dependent Variable: OC (organizational commitment)

To investigate the contributions of job satisfaction in predicting worker's organizational commitment all the components of job satisfaction were entered in to the regression model simultaneously. As shown in Table 16, the multiple correlation (R) between organizational commitment and the linear combinations of the predictor variables (benefits, communication, contingent rewards, co-workers, nature of work, operational conditions, pay, promotion and supervision) is 0.385. This correlation was found to be statistically significant (at $\alpha = 0.05$ $df = 9, 310$). The total coefficient of determination (R^2) indicates that the combined effect of all predictor variables on workers' organizational commitment was 0.148. That means nearly 14.8% of the variation in the organizational commitment can be attributed to the variation of the combined predictor variables i.e. job satisfaction components. The remaining 85.2 % of the variation in organizational commitment can be attributed to other variables which were not included in this study.

The result of the multiple regression analysis showed that from the different components of job satisfaction benefits, nature of work and pay have significantly influences ($\alpha = 0.05$, $df=310$) in predicting workers' over all organizational commitment and the remaining components of job satisfaction do not statistically predict workers' organizational commitment.

Then to examine the effect of significant predictors on the workers' organizational commitment step wise regression was carried out and the result is presented as follow.

Table-17 *The contribution of significant predictors on workers' organizational commitment*

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.242 ^a	.059	.056	8.58219	.059	19.780	1	318	.000
2	.326 ^b	.106	.101	8.37400	.048	17.008	1	317	.000
3	.359 ^c	.129	.121	8.28036	.023	8.211	1	316	.004
a. Predictors: (Constant), benefits									
b. Predictors: (Constant), benefits, Nature of work									
c. Predictors: (Constant), benefits, Nature of work, pay									

The data shown in table 17 above indicates that the benefit component of job satisfaction explains the lion share (5.9%) of workers' organizational commitment, when the nature of the work added to the model it brought 4.8% in explaining workers' organizational commitment and at last when pay entered to the regression model it brought 2.3% in explains workers' organizational commitment. Overall the three job satisfaction components (benefits, nature of work and pay) can predict 12.9% of workers' over all organizational component.

In general, the result of this study revealed that the relationship between job satisfaction and organizational commitment was positive and statistically significant. From this it is possible to predict the employees' organizational commitment based on the knowledge of their job satisfaction level. Despite the overall relationship between job satisfaction and organizational commitments is positive and statistically significant only some components of job satisfaction i.e. benefits, nature of work and payment can significantly predict employees' over all organizational commitment in this study. The qualitative data also ensures that complains regarding pay and different benefits according to the complexity nature of the work, high turnover to search better payments and work were mentioned the bottle necks of organizational commitment.

CHAPTER FIVE

Summary, Conclusion and Recommendation

5.1. Summary

The main purpose of the study was to examine the relationship between job satisfaction and organizational commitment of employees at Amanual specialized hospital. Accordingly the following research questions were addressed in the current study.

1. What is the current status of employees' job satisfaction at Amanual Specialized hospital?
2. What is the current status of employees' organizational commitment at Amanual Specialized hospital?
3. Are there statistically significant relationship between employees' job satisfaction and organizational commitment at Amanuel Specialized Hospitals?

To this end, research data were collected from 320 (158 males and 162 females) randomly selected participants through questionnaire, from eight interviewees selected purposively and analyzing the organization's document regarding turnover rate of employees. One sample t-test, Pearson product correlation, one way ANOVA and multiple regression techniques were used to analyze the data. Based on these techniques the following results were found.

The job satisfaction level of employees was found low. Despite the quantitative data indicates Employees' observed job satisfaction mean ($m=127.471$) out of the expected mean ($m=126$) this difference was not significant at ($t=1.614, df=319, p>.05$) the qualitative data assured that most employees' are dissatisfied with their job. Moreover, the quantitative data also indicated that employees' were more dissatisfied with their payment with observed mean ($m=12.5$) fringe benefits mean ($m=11.2$) and promotion mean (12.5). Out of the expected mean ($m=14$) to each variable. This data assured that the employees' level of job satisfaction was below the expected mean in the above mentioned variables and this differences were found statistically significant at ($t=-15.511, df=319, p<.05$), ($t=-13.443, df=319, P<.05$), ($t=-8.179, df=319, p<.05$) for pay, fringe benefits and promotion respectively. Moreover, the qualitative data supports that most

employees were dissatisfied with their payments, fringe benefits and the promotion practice of the hospital.

Employees' organizational commitment both in terms of affective and continuance was found low. The overall, organizational commitment of employees' in the hospital was very low with the observed mean ($m=45.975$) out of the expected mean ($m=59.5$). This difference is significant at ($t=-27.390$, $df=319$, $p<.05$). So, the overall organizational commitment was low.

The relationship between components of job satisfaction and organizational commitment was found positive ($R=.385$) and statistically significant. The three job satisfaction components (benefits, nature of work and pay) were found statistically significant in predicting employees' organizational commitment.

5.2. Conclusions

The following conclusions were made based on the findings of the study.

The level of employees' job satisfaction was positively correlated with their commitment to the organization. Hence, the job satisfaction level of employees' in this study was low, it implies that the two variables i.e. employees' job satisfaction and their organizational commitment **are co-vary each other**. So, from this it is possible to conclude that due to the low level of employees' job satisfaction their organizational commitment become minimal.

The hospital may face challenges to discharge its responsibility due to the low level of employees' organizational commitment. Organizational commitment is the core element to increase both the quality and the quantity of services given by the hospital. The finding of this study showed that employees' organizational commitment was found low. This indicates that employees' are not dedicated to their duties and responsibilities given by the hospital. From this, it is possible to conclude that unless the hospital takes different measures to increase the commitment level of its employees, it may not accomplish its missions and goals effectively.

Employees' gave priority with the financial benefits they gain and the nature of work in the organization in their job satisfaction and these factors highly determine their organizational commitment. The result of this study pinpointed that most of the employees' gave priority to financial benefits and nature of work to determine their level of job satisfaction. Moreover, these variables were found the most determinant factors of employees' level of organizational commitment. From this it is possible to conclude that financial benefits and nature of work were found the most determinant factors that determine both the level of employees' job satisfaction and their organizational commitment. So, any intervention should take these variables as central elements to increase the employees' level of job satisfaction and their organizational commitment.

5.3. Recommendations

Based on the findings of this study, the following recommendations were forwarded to improve the level of employees' job satisfaction level and their organizational commitment.

The Ministry of civil service should design salary scale for employees based on the complexity and the nature of work they perform. More specifically, special salary scale should be designed for those practitioners (physicians) who are working in mental health hospitals. Hence, the nature of their work is very complex and demands more effort and skill. So, payment should be equivalent with the work they perform.

The hospital should develop employees' knowledge and skills through training and education in order to increase their job satisfaction, confidence and their commitment to the organization and their profession. To accomplish this task the hospital should make training agreement with different higher educational institutions and arrange appropriate time like evening programs, weekend programs, summer programs or in service programs that can be go along its' regular plans. In addition short training should be given by inviting experienced employees of the organization or expertise from other higher educational institutions.

The managers of the hospital should involve employees when they prepare promotion procedures and practicing promotion activities. The managers should include at least representatives of employees' when they formulate promotion guide lines and give orientation to employees about the guide line and take feedback in order to improve the guide line for finalizing the guide line.

The hospital should provide incentives i.e. both financial and non financial incentives for employees such as giving awards for more committed employees, giving bonuses for more committed employees. Providing different services such as: - transport service, cafe service, housing service, health care service with minimum cost. All these and other benefits may motivate employees to exert more effort in to their job and increase their organizational commitment.

Mangers should give employees satisfactory opportunities for development and advancement such as encouraging independent thinking through giving them more job autonomy and work freedom. This can be done by giving roles and responsibilities to employees. Supervision should

focus on supporting and enabling the individual to shoulder his/her responsibility than continuously monitoring and controlling the employee.

Future researcher should focus on different factors such as mental professionals training system, administration system of mental hospitals, physical and social environment of mental hospitals which may directly or indirectly affect employees' organizational commitment.

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Appendices

Appendix-A Questionnaire (English version)

ADDIS ABABA UNIVERSITY

COLLEGE OF EDUCATIONAL AND BEHAVIORAL STUDIES

DEPARTMENT OF EDUCATIONAL PLANNING AND MANAGEMENT

Dear participants

This research intends to study the relationship between job satisfaction and organizational commitment. This questionnaire measures the relationship between job satisfaction and organizational commitment in your organization. I would like you to help me in answering all the questions in this questionnaire. Please indicate your choice by using a circle in the box as it applied to you. This data will be used only for my M.A. Thesis. I just want to remember you that there are no rights or wrong answers. The data will be tabulated, analyzed, and reported using codes or pseudonym.

I thank you in your advance for your collaboration.

Demographic questions

The following five questions are prepared to investigate your demography.

It has given options and completing questions; please mark and write your appropriate choice and answers on the space given.

1. Sex: - Male [] Female []
2. Age Group? Under 26 [] 26 to 35 [] 36 to 45 [] 46 to 55 [] 56 to 65 [] 66 or older []
3. What is your Job Title: - _____
4. How long have you worked for this organization?
Year's _____
5. What is your highest level of Education?
 - a. Did not complete High School []
 - b. High school completed []
 - c. Some college course, no degree []
 - d. Bachelor's degree []
 - e. Masters Degree []
 - f. Doctorate degree or PhD []
 - g. other please specify _____

JOB SATISFACTION SURVEY

The following 36 statements describe your degree of attachment and loyalty towards the job satisfaction survey you are now employed with. Please respond by indicating the degree to which each of the statements applies to you using the following scale: There is no right or wrong answer. Write the number that best indicates to what extent each of the statement is true or not true in the parenthesis provided at the end of each statement. Dear participants : Disagree very much means 1, Disagree moderately means 2, Disagree slightly means 3, Agree slightly means 4, Agree moderately means 5, Agree very much means 6, Agree very much .

Thank you.

Job satisfaction

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

Organizational commitment

The following 17 statements describe your degree of attachment and loyalty towards the organization you are now employed with. Please respond by indicating the degree to which each of the statements applies to you using the following scale: There is no right or wrong answer. Write the number that best indicates to what extent each of the statement is true or not true in the parenthesis provided at the end of each statement.

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I would be very happy to spend the rest of my career in this organization	1	2	3	4	5	6
2	I enjoy discussing my organization with people outside it	1	2	3	4	5	6
3	I really feel as if this organization's problems are my own	1	2	3	4	5	6
4	I think I could easily become as attached to another organization as I am to this one	1	2	3	4	5	6
5	I do not feel like "a member of the family" at this organization	1	2	3	4	5	6
6	I do not feel "emotionally attached" to this organization	1	2	3	4	5	6
7	This organization has a great deal of personal meaning for me	1	2	3	4	5	6
8	I do not feel a strong sense of belonging to this organization	1	2	3	4	5	6
9	I am not afraid of what might happen if I give up my job at this organization without having another one lined up	1	2	3	4	5	6
10	It would be very hard for me to leave my job at this organization right now even if I wanted to	1	2	3	4	5	6
11	Too much of life would be disrupted if I decided to leave my job at this organization right now	1	2	3	4	5	6
12	It would not be too costly for me to leave my job at this organization in the near future	1	2	3	4	5	6
13	Right now, staying with my job at this organization is a matter of necessity as much as desire	1	2	3	4	5	6

14	I believe I have too few options to consider should I decide to leave my job at this organization	1 2 3 4 5 6
15	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere	1 2 3 4 5 6
16	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another place may not match the overall benefits I have here	1 2 3 4 5 6
17	If I had not already put so much of myself into this organization, I would consider working elsewhere	1 2 3 4 5 6

Appendix -B. Questionnaire (Amhirc version)

በአዲስ አበባ ዩኒቨርሲቲ

የትምህርትና ስነሳሪ ኮሌጅ

የትምህርት እቅድና ሥራ አመራር የትምህርት ክፍል

ውድ ተሳታፊዎች፡

ይህ ጥናት የሥራ እርካታና ተቋማዊ ቁርጠኝነት ያላቸውን ቁርኝት ለመረዳት የሚካሄድ ነው። በመሆኑም ይህ መጠይቅ በእርስዎ መስሪያ ቤት ውስጥ የሥራ ላይ እርካታና ተቋማዊ ቁርጠኝነትን የላቸውን ግንኙነት ይመለከታል። በመሆኑም በዚህ መጠይቅ ውስጥ የተካተቱትን ሁሉንም ጥያቄዎች በመመለስ እንዲተባበሩኝ እጠይቃለሁ። እያንዳንዱ ጥያቄ በሚያዝዘው መሰረት በሚሰጡት መልስ ዙርያ በማከበብ ወይም ተዛማጅ ምልክት በማድረግ ይመልሱ። የሚሰጡት መረጃ ለታሰበለት የሁለተኛ ዲግሪ ማሟያ ዕሁፍ ግብዓት ብቻ ይውላል። ላስታውስዎት የምፈልገው ነገር ቢኖር በሚሰጡት መልስ ውስጥ ትክክል ወይም ስህተት የሚባል ነገር የለም። በሚዘጋጀው ዕሁፍ ላይ አስፈላጊ የሆነ ኮድ ወይም ህቡዕ (ድብቅ) የሆነ ስም ከመጠቀም ውጭ የእርስዎ ስም አይገለፅም።

ላደረጉልኝ ትብብር በቅድሚያ በጣም አመሰግናለሁ።

ክፍል 1: የግል ሁኔታዎችን የሚመለከቱ ጥያቄዎች

የሚከተሉት አምስት ጥያቄዎች የእርስዎን የግል ሁኔታ ለመረዳት የተዘጋጁ ናቸው። የሚመስለዎትን መልስ በመምረጥ በመረጡት መልስ አቅጣጫ አስፈላጊውን ምልክት ያድረጉ። ወይም ደግሞ ባዶ ቦታ ከሆነ መልስዎን በተሰጠው ቦታ ላይ ይግለፁ።

1. የታ: ወንድ [] ሴት []
2. የዕድሜ ክልል: ከ26 በታች [] ከ 26 ዕስከ 35 [] ከ36 እስከ 45 [] ከ46 እስከ 55 [] ከ56 እስከ 65 [] ወይም ከ65 በላይ []
- 3 የሥራ መደብዎ/ኃላፊነትዎን ይግለፁ _____
4. አሁን በሚሰሩበት መስርያ ቤት ለምን ያክል ጊዜ አገለገሉ?
_____ በዓመት ይግለፁ
- 5 የትምህርት ደረጃ
 - ሀ. የሁለተኛ ደረጃ ትምህርት ያላጠናቀቀ/ች []
 - ለ. የሁለተኛ ደረጃ ትምህርት ያጠናቀቀ/ች []
 - ሐ. የኮሌጅ ትምህርት (Diploma) ያጠናቀቀ []
 - መ. የኮሌጅ ትምህርት ያላጠናቀቀ []
 - ሠ. የመጀመርያ ደረጃ ዲግሪ (BA/BSC) []
 - ረ. ሁለተኛ ደረጃ ዲግሪ (MA/MSC) []
 - ሰ. ሶስተኛ ደረጃ ዲግሪ (PhD) []
 - ሸ. ሌላ ይገለፅ _____

15	ጥሩ ለመስራት ስሞክር በክፉ ምግባረኞች/ተንኮለኞች ይደናቀፋል	1	2	3	4	5	6
16	አብረውኝ በሚሰሩ ሰዎች የአቅም ማነስ ምክንያት መሥራት ከሚገባኝ በላይ እየሠራሁ መሆኔ ይሰማኛል	1	2	3	4	5	6
17	በሥራ ገበታዬ ላይ የማክናውነውን ሥራ ሁሉ እወደዋለሁ	1	2	3	4	5	6
18	የድርጅቱ ዓላማ ለእኔ ግልፅ አይደለም	1	2	3	4	5	6
19	የሚከፈለኝን ሳስበው የማክናውነው ሥራ በድርጅቱ በኩል እንደማይመሰገን ይሰማኛል	1	2	3	4	5	6
20	እዚህ ያሉ ሠራተኞች ሌላ ቦታ የሚተጉትን ያክል ይተጋሉ/ይሠራሉ	1	2	3	4	5	6
21	እለቃዬ በሥሩ ላሉ ሠራተኞች ደነታ የለውም/ላትም	1	2	3	4	5	6
22	የሚሰጠን ጥቅማጥቅም ከሥራችን ጋር ተመጣጣኝ ነው	1	2	3	4	5	6
23	እዚህ ለሚሠሩ ሰዎች ያላቸው ማበረታቻ ጥቂት ነው	1	2	3	4	5	6
24	ከፍተኛ የሆነ የሥራ ጫና አለብኝ	1	2	3	4	5	6
25	ከሥራ ባልደረቦቼ ጋር መሥራት ያስደስተኛል	1	2	3	4	5	6
26	እዚህ መስሪያ ቤት ውስጥ ምን እየተከናወነ/እየተካሄደ እንደሆነ ለማዎቅ እንደማልችል ይሰማኛል/አስባለሁ	1	2	3	4	5	6
27	በሥራዬ ኩራት ይሰማኛል	1	2	3	4	5	6
28	እየተደረገልኝ ባለው የደምዎዝ ጭማሪ ኩራት/እርካታ ይሰማኛል	1	2	3	4	5	6
29	ማግኘት የሚገባን ነገር ግን ያላገኘነው ጥቅማጥቅም አለ	1	2	3	4	5	6
30	አለቃዬን እወደዋለሁ/አከብረዋለሁ	1	2	3	4	5	6
31	የወረቀት ሥራ በጣም ይበዛብኛል	1	2	3	4	5	6
32	የማደርገው ጥረት የሚገባውን ያክል ተሸላሚነትን ተጎናፅፏል ብዬ አላስብም	1	2	3	4	5	6
33	ለዕድገት በተሰጠኝ እድል እረክቻለሁ	1	2	3	4	5	6
34	በሥራ አካባቢ ከፍተኛ የሆነ ሽኩቻና ፍትሊያ አለ	1	2	3	4	5	6
35	ሥራዬ አስደላች/እርኪ ነው	1	2	3	4	5	6
36	የሚሰጡኝ ሥራዎች ግልፅነት/መግለጫ ይጎድላቸዋል	1	2	3	4	5	6

ክፍል 3: የድርጅቱን ቁርጠኝነት የተመለከቱ ጥያቄዎች

የሚከተሉት 17 ጥያቄዎች እርስዎ ለድርጅቱ ያለዎትን ቁርጠኝነት ወይም ታማኝነት ለመረዳት የተዘጋጁ ናቸው። የሚከተሉትን የመስፈርት መለኪያ ደረጃዎች በመጠቀም እያንዳንዱ ጥያቄ/ዐረፍተ ነገር ከእርስዎ ሁኔታ ጋር ምን ያክል እንደሚቀራረብ ያመልክቱ። በመልስዎ ውስጥ ትክክል ወይም ስህተት የሚባል ነገር የለም። በየንዳንዱ ጥያቄ አንፃር ባለው ሰንጠረዥ ውስጥ በተሰጡት አማራጮች መሰረት ምን ያክል ትክክል ወይም ስህተት እንደሆነ ግንዛቤ ውስጥ በማስገባት መልስዎን ይስጡ። ውድ ተሳታፊ መልስዎ በጣም አልስማማም ከሆነ 1ን ያክብቡ ፤ አልስማማም ከሆነ 2ን ያክብቡ ፤ በመጠኑ እስማማለሁ ከሆነ 3ን ያክብቡ ፤ እስማማለሁ ከሆነ 4ን ያክብቡ ፤ በጣም እስማማለሁ ከሆነ 5ን ያክብቡ ወይም እጅግ በጣም እስማማለሁ ከሆነ 6ን ያክብቡ።

- 1= በጣም አልስማማም 3= በመጠኑ እስማማለሁ 5= በጣም እስማማለሁ
 2= አልስማማም 4= እስማማለሁ 6= እጅግ በጣም እስማማለሁ

ተ.ቁ	ዓረፍተ ነገሮችን በማንበብ ከእርስዎ ሁኔታ ጋር ተቀራራቢነት አለው የሚሉትን በመምረጥ የመረጡት አንድ ቁጥር ብቻ ያክብቡ	በጣም አልስማማም	አልስማማም	በመጠኑ እስማማለሁ	እስማማለሁ	በጣም እስማማለሁ	በጣም እስማማለሁ
1	ቅሪውን የሥራ ዘመኔን በዚህ መሥሪያ ቤት ውስጥ ባሳልፍ ደስተኛ ነኝ	1	2	3	4	5	6
2	ስለመሥሪያ ቤቱ ከመስሪያ ቤት ውጭ ከሆኑ ሰዎች ጋር ማውራት ያስደስተኛል	1	2	3	4	5	6
3	የመስሪያ ቤቱ ችግር የራሴ ችግር እንደሆነ ይሰማኛል	1	2	3	4	5	6
4	ሌላ መስሪያ ቤት ብሄድ አሁን እንዳለሁበት መሥሪያ ቤት በቀላሉ እንደምላመድ ይሰማኛል	1	2	3	4	5	6
5	እዚህ መሥሪያ ቤት ውስጥ የቤተሰብነት አባል የመሆን ስሜት የለኝም	1	2	3	4	5	6
6	እዚህ መሥሪያ ቤት ውስጥ የመንፈሳዊ አብሮነት/ግንኙነት አይሰማኝም	1	2	3	4	5	6
7	ይህ መሥሪያ ቤት በእኔ ህይወት ውስጥ ልዩ ስሜትና ትርጉም አለው	1	2	3	4	5	6
8	እዚህ መሥሪያ ቤት ውስጥ ጠንካራ የሆነ አብሮነት ስሜት የለኝም	1	2	3	4	5	6
9	ምንም እንኳን ሌላ ሥራ ባይኖረኝም ይህን መሥሪያ ቤት በመልቀቁ ችግር ይገጥመኛል የሚል አንዳችም ስሜት/ፍርሃት የለኝም	1	2	3	4	5	6
10	ይህን መሥሪያ ቤት ለመልቀቅ ብፊልግም እንኳን አሁን ባለሁበት ሁኔታ ለመልቀቅ እቸገራለሁ	1	2	3	4	5	6
11	አሁን ባለሁበት ሁኔታ ይህን መሥሪያ ቤት ብለክ ሕይወቴ ምስቅልቅል እንደሚል ይሰማኛል	1	2	3	4	5	6

12	በቅርቡ ይህን መሥሪያ ቤት ብለቅ ምንም እንደማልገዳ አውቃለሁ	1	2	3	4	5	6
13	እዚህ መሥሪያ ቤት ውስጥ መቆየት ለእኔ የኑሮ ህልውናን የማረጋገጥ ጉዳይ ነው	1	2	3	4	5	6
14	ይህን መሥሪያ ቤት ለመልቀቅ ባስብ ጥቂት አማራጮች ብቻ እንዳሉኝ አምናለሁ	1	2	3	4	5	6
15	ይህን መሥሪያ ቤት ለመልቀቅ ለመሞከር ካሉት ዋነኛ ጉዳዮች ውስጥ አንዱ ጥቂት ሌሎች የሥራ እድሎች መኖራቸው ነው።	1	2	3	4	5	6
16	አሁን ባለሁበት መሥሪያ ቤት እንድቀጥል የሚስገድደኝ ነገር ቢኖር ለመልቀቅ ብሞክር ልከፍል የምችለውን መስዋዕት በማሰብ ነው፤ ሌላ ቦታ አሁን የማገኘውን ጥቅማጥቅም ላላገኝ እችላለሁ	1	2	3	4	5	6
17	እዚህ መሥሪያ ቤት የጠበቀ ቁርጠኝነት ባልፈጥር ኑሮ ሌላ ቦታ ሥራ ለመስራት በመረጥኩ ነበር	1	2	3	4	5	6

Appendix C- Interview Guide (English version)

Interview Guide for Hospital administrators/Managers

Dear participant,

My name is Atsede Tesfaye an MA student in Human Resource and Organizational Development. I am now working on my Thesis project as part of a requirement to complete my training. I am here to collect data on the Relationship between Job satisfaction and organizational commitment. I made choice to conduct data collection in Amanuel Hospital.

First of all I would like to thank you for volunteering to take part in this interview. It will take 20-30 minutes. There are 8 guiding questions for our discussion. The purpose of this interview is to gather information on your perceptions regarding on the existing relationship between job satisfaction and organizational commitment. I will read each question one-by-one and let you think about each of them. On the basis of your willingness, our discussion will be audio-taped so as to capture all the points you will raise during our discussion.

I thank you in advance for your willingness and commitment to spend your precious time with me during the interview

1. Would you please explain your responsibility in the Hospital?
2. What it seems your attachment with the workers in your organization? Probing question (what are the indicators for your response, please explain in detail)
3. How do you explain workers' satisfaction in relation to their work and organizational attachment? Probe: What are the indicators for your response/explanation?
4. How do you rate the number of workers who left the organization for various reasons? (Say for example during the last 12 months)? What are the main contributing factors for those who decide to leave the organization?
5. Do you feel that there is a great attachment between job satisfaction and organizational commitment? What would be the explanation to your response?
6. People believed that if there is an organizational commitment in the organization, it is possible to proof job satisfaction. What is your reaction to this general opinion? If you agree, why? If you do not agree, why not?
7. As a manager/administrator/coordinator, have you ever encountered an employee who explained that he/she is not satisfied by his/her job? Why did he/she state that there was no satisfaction? (Probe: salary, coworker relationship, Supervisor related factor, organizational administration related factor, etc?)
8. Do you have any other point relevant to my study that you want to tell me?

Thank you.

Appendix D – Interview guides (Amharic version)

የቃል መጠይቆች

1. እርስዎ በዚህ ሆስፒታል ውስጥ ያለዎት ሀላፊነት ምንድን ነው?
2. እርስዎ ከዚህ ሆስፒታል ውስጥ ካሉት ሰራተኞች ጋር ያለዎት የስራ ግንኙነት ምን ይመስላል ? (አሁን ለተናገሩት መልስ ማስረጃ የሚሆን ምን አለ)?
3. ሰራተኛው በስራው ላይ ያለውን እርካታ እና ከተቋሙ ጋር ያለውን ግንኙነት(ቁርጠኝነት) እንደት ይገልጹታል?(ከላይ የሰጡት መልስ ምን ማለት እንደሆነ በደንብ ቢያብራሩልኝ?)
4. በተለያዩ ምክንያት ባለፈው 12 ወራት ውስጥ መስሪያ ቤቱን ወይም ተቋሙን የለቀቁ ሰራተኞችን ሁኔታ እንዴት ይለኩታል? (እንዴትስ ይገልጹታል?) እንዲለቁ ያስገደዳቸው ዋናው ምክንያት ምንድን ነው?
5. በሰራተኛው የስራ እርካታ እና በተቋሙ ቁርጠኝነት መካከል ከፍተኛ የሆነ ግንኙነት (ቁርኝት) ያለ ይመስልዎታል? (ከላይ ለሰጡት መልስ እንዴት ያብራሩታል? እስኪ አብራሩልኝ?)
6. በብዛት እንደሚታመነው የተቋሙ ቁርጠኝነት ለሰራተኛው የስራ እርካታ ከፍተኛ አስተዋጾ አለው። ከዚህ አንጻር የእርስዎ አስተያየት ምን ይመስላል? ይስማማሉ ወይስ አይስማሙም። ለምን?
7. እንደ ተቋሙ አስተዳደር (ሀላፊ) ከዚህ በፊት በስራ አለመርካትን አስመልክቶ የገለጸለዎት ሰራተኛ አለ? ያቀረበው ምክንያትስ ከምን ጋር ይገናኛል? (ከደመዎዝ አንጻር፣ ከሰራተኞች ጋር ያለው ግንኙነት፣ ከቁጥጥር እና ከሌሎች አስተዳደራዊ ጉዳዮች)
8. አሁን ከላይ ካነሳናቸው ጉዳዮች ጋር ግንኙነት ያለው ሌላ ሀሳብ የሚነግሩኝ ነገር ካለ ቢገልጹልኝ?

Declaration

This Thesis is my original work and has not been presented for a degree in any other university, and that all source of material used for the thesis have been duly acknowledged.

Name

Signature

Date

Atsede Tesfaye

Submission Approval Sheet

This thesis has been submitted for examination with my approval as University advisor

Name:

Signature

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