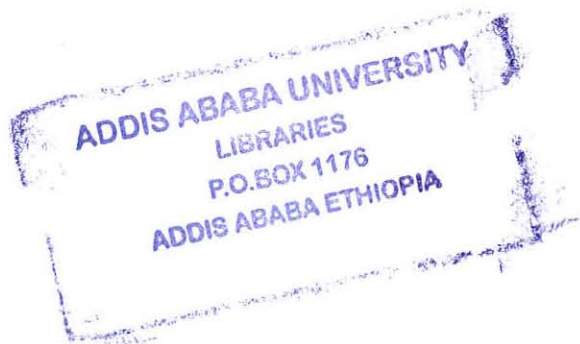


**ADDIS ABABA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
INSTITUTE OF PSYCHOLOGY**

**EMPLOYEES PERCEPTION OF WORK ENVIRONMENT AND  
THEIR ORGANIZATIONAL COMMITMENT: A CASE OF  
KOMBOLCHA TEXTILE FACTORY**

By

**GETNET TESFAW**



July 2010.

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**A Thesis Submitted to the Institute of Psychology Addis Ababa University  
In Partial Fulfillment of the Requirements for the Degree of Master of  
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## **Abstract**

*The main purpose of this study is to examine employees perception of work environment and their organizational commitment. Accordingly, employees perceived organizational justice and perceived quality of leader member exchange as variables of work environment were studied to see their relationships to organizational commitment. Selected demographic variables were also studied to see whether they are correlates and significant predictors commitment. Moreover, turnover intentions and job satisfaction were examined to see their relations with commitment. The above objectives were approached by selecting 140 respondents from Kombolcha Textile Factory using simple random samples. A questionnaire, which consisted of 73 items, were developed and adopted to collect data. Focus group discussions were also used to get additional information. After conducting pilot study and getting feedback about the validity of items from individuals 73 item questionnaires were finally administered to employees in the work settings with the help of two research assistants. Data entry and analysis were performed using statistical packages of the social sciences (SPSS) version 17. Pearson product moment correlation( $r$ ), multiple and stepwise Multiple regressions were primarily used to analyze data. The results indicated that perceived organizational justice and quality of leader member exchange were positively and significantly correlated with organizational commitment. Age and work experience were also found to be significantly correlated with organizational commitment. The findings also showed a positive and significant correlations between job satisfaction and organizational commitment, and negative and significant correlations between turnover intention and organizational commitment. Implications of the findings in terms of increasing the quality of work environments to enhance organizational commitment were also discussed.*

# CHAPTER ONE

## 1. Introduction

### 1.1. Background of the Study

In the context of developing countries, human aspects in the work areas are not yet paid due attention since there are lack of professionals in industrial/ organizational psychology who observes and identity problems that affect organizational climate.

Organizational climate is the human environment within which employees in organizational do their works. It may refer to the work environment within a department, a major company unit or an entire organization (Davis, 1981). According to Davis (1981) work environment /organizational climate/ influences motivation, performance, commitment and job satisfaction by creating certain kinds of expectances about what consequences will follow from different actions. In organizations, it is known that, people bring their own psychological, social and economic wants, which they experience, in both as individuals and in-group ways. All these different experiences come together in a working social system in the organizations (Davis, 1981).

Organizational commitments has emerged as a promising area of research within the study of industrial/ organizational psychology / since workers are expected to be committed in order to face the worldwide economic competition (Meyer and Allen, 1997; Mullins, 1999).

Organizational commitment is considered as an employee level of identification and involvement in the organization (Mullins, 1999). Mayer and Allen (1997) also defined organizational commitment as a psychological state that characterizes the employee relationships with

the organization with its implications for the decision to continue membership in the organization.

Moreover, Mowday, Porter and Strees (1982) explained organizational commitment as a strong belief in organizational goals and values, a willingness to exert considerable efforts on behalf of an organization and a strong desire to remain a member of the organization. Thus, employees who exhibit high organizational commitment are happier at their work, spend less time away from their jobs, and are less likely to leave the organization (Mowday et al, 1982). Most research efforts had been focused on linking situational factors such as job characteristics to organizational factors but there has been lack of research efforts in linking personal and psychological characteristics of works to organizational commitment (Mowday, Porter and Strees, 1982).

In addition to this, Jaros, Jermier and Kohler (1997) stated that organization commitment is an important part of an employee's psychological state since those who experience high organizational commitment are theorized to engage in many behaviors such as citizenship activities and high job performance that are believed to be beneficial to the organization. Thus, to maintain a high level of affective organization commitment is believed to be an important element for organizational survival and organizations are effective as long as their members produce behaviors that contribute to the achievement of organizational goals (Sadler, 2001).

Demographic factors such as age, gender, marital status, educational level and work experiences have been found to be significantly related to organizational commitment (Morrow, 1977). Mathieu and Zajac (1990) also found significant relationships between job tenure and organizational commitment. These researchers explained that workers who are older and married have more commitment to their organization

than the younger and single workers do. Moreover, Mannheim et al (1997) found job tenure and educational level to be significant predictors of organizational commitment.

However, Wiedmer (2000) pointed out that educational level and age were not significant predictors of job satisfaction and organizational commitment. Thus research needs to be conducted regarding to the relationship between demographic characteristics and organizational commitment.

Perception of organizational justice is also another important organizational element that needs to be studied to see its relations with organizational commitment. Organizational justice perception constitutes an important heuristic in organizational decision making as relates to job satisfaction, turn over intention, leadership, organizational commitment, trust, and leader member exchange (Cohen and Greenberg, 1982; Specter, 1996). Kim (2009) also found that workers who perceived that they were treated fairly by their company tended to develop and maintain communal relationships with the company.

Thus, when employees react to the way they are treated at work, their motivation to respond cannot be understood adequately without taking in to account perceived fairness of the outcomes and the procedures used to reach that out comes (Cropanzano and Floger, 1998). Adams (1965) conceptualized fairness by stating employee perception when they had been treated fairly by comparing their own pay off ratio of outcomes (such as pay or status) to input (such as effort or time) to the ratio of their co-workers. This is called distributive justice and it presents employee's perceptions to the distribution of outcomes. Procedural justice on the other hand focuses on the distribution of the manner in which the decision process is conducted. Here the focus shifts from what

was decided to how the decision was made (Cropanzano and Folger, 1998).

Greenberg (1990) also explained organizational justice as it refers to people's perception of the fairness of treatment received from organizations is important as a basic requirement for the effective functions of organizations and enhancement of level of commitments. Thus, the extent of employee perception of organizational justice and its relation with commitment needs to be studied.

Moreover, to survive the challenges of the highly competitive and ever changing global market of the present situations, industries need to understand employee perceived quality of leader member exchange and how it contributes to the survival and effectiveness of organizations. Research indicates that leaders in organizations treat sub-ordinates differently at varying degrees and level contingent on whether workers are part of the higher quality relationship or low quality relationship (Graen andCashman, 1975).

Graen and Cashman, (1975) pointed out that supervisors exchange personal and positional resource /such as inside information, influence in decision making, chore assignment, support and attention/ in return of sub ordinates performance on unstructured tasks when there is highly quality relation . As a result, mutual trust, positive support, common bonds, high degree of autonomy, satisfaction and shared loyalty and commitment exist (Graen and Uhl- Bien, 1995). In contrast, subordinates who perform only in accordance with the prescribed employment contract are characterized as out groups with limited reciprocal trust and support, and few rewards from their supervisors (Deluga, and Perry, 1994). Thus, a poor relationship between leaders/supervisors and members can cause employees to loss commitment to or satisfaction with the jobs (Maertz and Griffeth, 2004).

High satisfaction is associated with satisfaction with supervision, but there may be a possibility that high leader member exchange may not be powerful enough to make employees satisfied with their work (Spector, 1996).

According to Wilhelm, Herd and Steiner (1993) the number one reason people quit was that their bosses treated them poorly. Those who remain in their jobs, working for poor bosses have lower jobs and life satisfaction, high conflict between work and family and psychological distress (Tepper, 2000). Thus, more research needs to be conducted in the realm of employee perceived quality of leader member exchange, and organizational commitment.

Job satisfaction that is considered as a pleasant emotional state resulting from the appraisal of one's jobs is also found to be determinates of organizational commitment by organizational researchers (Mannhemim, Green and Ferris 1997). However, different researchers have reported mixed findings on such relationship. For example, Price and Muller (1986) found no significant relationships between job satisfaction and organizational commitment. On the other hand, some researchers argued that job satisfaction and organizational commitment are reciprocal (Mathieu and Zajac, 1990). Other research result emphasized that job satisfaction reflects immediate affective reactions to the job while commitment to the organization develops more slowly after the individual forms more comprehensive evaluation of the employing organizations, its values and expectations, and one's own future in it (Luthan, 1998).

It is in such an atmosphere and framework that in this research an attempt was made to study employees perception of work environment and their organizational commitment among Kombolocha textile factory employees.

## **1.2. Statement of the problem**

Psychologists working in organizations are expected to use scientific facts and methods to help solve human problems of industrial civilizations for the benefit of persons. With the increasing speed and scale of change in organizations, managers and supervisors are constantly seeking ways to generate employees' commitment and competitive advantage (Kazalauškaite, Buciuniene and Turauskas, 2005).

Organizational research reveals that a wide range of employees task, organizational and leader characteristics were consistently found to predict different types of organizational commitment across a range of occupations (Podsakoff, Mackenzie and Lee, 2000). In the literature organizational commitment has been analyzed from different perspectives as a dependent variable for antecedents such as age, tenure, and education (Duanham, Grube and Castaneda, 1994) and as a predictor of outcomes such as work motivation, satisfaction, turnover intention, absenteeism and performance (Meyer and Herskovitch, 2001).

According to Podsakoff et al (2000), the leader's contingent reward behaviors such as expressing satisfaction or appreciation for good performance were found to be positively related to commitment. A number of other research documents also showed that organizational commitment predicts organizational citizenship behavior, which is substantially related to various work related variables including job search behaviors, turnover, absenteeism, extra role behaviors, and performance (Batman and Strasser 1984; Rashid and Archer, 1983).

Furthermore, attitudinal and affective constructs such as job satisfaction, job involvement; persons characteristics such as age, sex, job tenures, and characteristics of the employees job role, autonomy and responsibility were also found to be related to organizational commitment

(Bateman and Strasser, 1984; Rashid and Archer, 1983). Thus for any industrial concern, no matter whether its capacity is being used to fifty or hundred percent, the attitude of its employees towards their work may vary well in determining success or failure. Moreover, Managers/supervisors could benefit from the understanding of predictors of committed workers as they can initiate the interventions when the problem exists to improve level of organizational commitment (Yosuef, 2000).

In attempting to find out researches conducted on perception of work environment and organizational commitment of factory workers in the Ethiopian context little or no research findings has been found. Hence, because of his familiarity and opportunity to visit the area, the researcher in this study attempted to address employees' perception of work environment and organizational commitment in the context of kombolcha textile factory .

Thus, the following research questions are formulated to be addressed.

1. Do demographic variables (age, sex, work experience, educational status) predict organizational commitment?
2. Does employees perception of organizational justice relate significantly to organizational commitment?
3. Is there a significant relationship between employees perception of leader member exchange and organizational commitment?
4. Is organizational commitment significantly related to job satisfaction?
5. Is there a significant relationship between organizational commitment and turnover intentions?

### **1.3. Significant of the study**

The findings of the study will help managers, organizational/ industrial psychologists, vocational counselors', businesspersons and others to find out the perception and attitude of their employees and to satisfy them and enhance their commitment to achieve the intended outcomes of the goals of the organization and the society. The study will also contribute to those who become interested to conduct further research in the area.

### **1.3. Delimitations of the study**

The research was conducted in one factory found in Kombolcha. Thus, being delimited to one factory, it may be difficult to generalize to other industries found in the country. Because organizational commitment is a result of various organizational, attitudinal and personal constructs/behaviors / of an individual, it is not easy to identify and studied them briefly. Thus, because of the scope of work environment variables, perception of organizational justice and quality of leader member exchange were selected and studied to see their relations with organizational commitment. Thus, the study is primarily delimited to/deals with perception of organizational justice and quality of leader member exchange among employees to see their relations with organizational commitment.

### **1.5. Limitations of the study**

This study is not without limitations that could have influenced the results. Methodologically the study is limited to self-report measures. This means the data is obtained from employees prepared using questionnaires. Measurements of the study variables are not also easy to measure as that of the physical world. Due to financial constraints, limited numbers of sample respondents were used. Hence, the above constraints might put adverse effect on the researcher's work.

## **1.6. Definitions of terms**

In practice or in use, most terms related to matters dealing with work environment variables lack precision or exactness. It is, therefore necessary to define terms in the context of their use from most popular sources such as (Meyer and Allen, 1991; Linden and Graen, 1980; Spector, 1996; Cropanzano and Greenberg, 1997)

**Perception of work environment-** in this study represents perceived organizational justice and perceived quality of leader member exchange of employees.

**Organizational justice-** is a combination of procedural and distributive justice that represents an employee's experience related to fairness as perceived within an organization.

**Leader member exchange-** the quality of relationships of subordinates with supervisors/leaders.

**Organization commitment-** represents a psychological attachment toward an employing organization through feelings of loyalty, affection and belongings.

**Job Satisfaction-** pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.

**Turnover intentions** - the relative strength of an individual's intent toward voluntary withdrawal from the organization.

## **CHAPTER TWO**

### **2. Review of Related Literature**

As firms struggle to use their human resources more effectively in gaining competitive advantage, the employee organization relationship become the topic of interest for organizational researchers. Commitments in workplace can take various forms and arguably have the potential to influence organizational effectiveness and employee well-being (Meyer and Herscovitch, 2001).

In this chapter, an attempt is made to review employee's perception of work environment and its relationships with organizational commitment, job satisfaction and behavior. First, conceptual classification of work environment and organizational commitment will be presented.

In the existing literature, organizational climate is sometimes used to describe the nature of the work place or work environment (Davis, 1981). According to Davis (1981), organizational climate or work environment is the human environment with which an organization's employees do their work.

In a broader perspective, work environment variables constitute physical facilities, social-relation, employee-supervisor relations, shared organizational values and standards of behavior (quality of leader subordinate relationships), participatory decision-making or existence of organizational justice, intrinsic and extrinsic work features, job autonomy, salary, and career development opportunities for pecuniary rewards (Davis, 1981; Staw, 1977; Mowday, Porter and Steers, 1982).

However, because of the scope of correlates of organizational commitment, in this study, employees' fairness perception regarding organizational justice (participatory decision-making, supervision,

allocation of work and benefits), and quality of leader member exchange as work environment variables are primarily reviewed. Moreover, job satisfaction and turnover intentions are also attempted to be reviewed to see their relations with organizational commitment.

## **2.1 The Nature of Organizational Commitment**

Organizations need committed workers in order to face the worldwide economic competition. Different organizational researchers define organizational commitment in the following way. According to Mullins (1999), organizational commitment is defined as employee's levels of identification, and involvement in the organization. Meyer and Allen (1997) also defined organizational commitment as a psychological state that characterizes the employee's relationship with the organization with its implication for the decision to continue membership in the organization.

Moreover, Jaros ,Jermier and Kohler (1997) defined organizational commitment as the degree to which an individual is psychologically attached to an employing organization through feeling of loyalty, affection and belongingness depicting employee's emotional bond and moral attachment to an organization. Jaros et al (1997) further explained that organizational commitment is an important part of an employee's psychological state because employees who experience high organizational commitment are theorized to engage in many behaviors such as citizenship activities and high job performance that are believed to be beneficial to the Organization.

Blau and Boal (1987) discussed two approaches in defining commitment referred as behavioral approach where the individual is viewed as committed to an organization if he/she is bound by past actions of "sunk cost" (fringe benefit, salary as a function of age or tenure). The other approach is attitudinal, in which organizational commitment is viewed as

a more positive individual orientation towards the organization. In this approach, an employee is expected to identify with a particular organization and its goals and he/she wishes to maintain membership in the organization to facilitate its goals. Moreover, attitudinal commitment is affective in nature; employees are emotionally attached to the organization and view their goals and organizational goals as similar (Mowday et al, 1982). On the other hand, other researchers explained organizational commitment using three models: affective, continuance and normative (Meyer and Allen, 1997). These models of commitment are also called the three 'mindsets', which each characterizes an employee's commitment to the organization. The three models are explained in the following way.

**Affective Commitment:** It refers to employee's perception of the emotional attachment or identification with the organization. The most prevalent approach to organizational commitment in the literature is one in which commitment is considered an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved, and enjoys membership in the organization (Meyer and Allen, 1991).

Allen and Meyer(1991) further explained that employees with strong affective commitment remain with the organization because they want to do so. Similarly, affective commitments tend to correlate more strongly with any given outcome variable including the focal behavior (Meyer and Herscovitch, 2001). Thus, developing affective commitment should primarily focus on the work experience and job characteristics, such as autonomy, task significance, task identity, skill variety, supervisory feedback, and organizational dependability, all of which have been identified as significant antecedents of affective commitment (Jaros et al, 1997).

**Continuance Commitment:** It is another model of commitment, which is based on the employee's recognition of the costs associated with leaving the organization, and employees remain because they have to do so ( Meyer and Allen,1991). Continuance commitment develops because of the magnitude and/or number of investment /or "side bets"/ individuals make and perceived lack of alternatives ( Meyer and Allen, 1991). On the other hand, Becker (1960) pointed out that, people committed to the organization due to the generalized culture expectation where people feel that an employee ought not to change jobs too often and that one does is erratic and untrustworthy. Becker (1960) also added that unfriendly bureaucratic arrangement where a person who wishes to leave his/her current job may find that, because of the rules governing the firm's pension fund, he/she is unable to leave without losing a considerable sum of money he/she has in that fund. He further pointed out individual adjustment to social positions where a person may see alter his/her pattern of activity in the process of conforming to the requirement for one social positions that he/she unfits himself/herself for other positions he/she might have access. Employees would be more attached to their organization if they could not obtain the same benefits in another organization.

It is generally agreed that continuance commitment develops where a person makes investment or "side bet" that would be lost if he/she were to discontinue the activity (Meyer and Herscovitch, 2001; Meyer and Allen, 1991).

**Normative Commitment:** - This model of commitment reflects a perceived obligation to remain in the organization and employees with strong normative commitment remain because they feel that they ought to do so Meyer and Allen, 1996).

Similarly, Jaros et al (1996) stated that normative commitment reflects one specific type of attachment and employees with a high level of normative commitment believe that they have the duty and responsibility to continue working for their current employer. Affective and normative commitment for the most part shows similar patterns of correlations with antecedents, and consequence variables (Meyer and Herskovitch, 2001).

Generally, the three models dimensions of organizational commitments are considered psychological states which employees are expected to be experiencing. According to Allen and Meyer (1996), the most relevant model or dimension to assess employee's organizational commitment is affective commitment. This is because affective commitment usually elicits those behaviors that do not depend primarily on reinforcement or formal rewards.

Thus, this study gives more emphasis to adapt this dimension of organizational commitment to see its correlates. In quite the same way, since monetary rewards are less likely to be satisfactory improved in the Ethiopian reality, this study opts to consider the extent to which perceptions of work environment are related to affective organizational commitment.

## **2.2. Work Environment Variable and Organizational Commitment**

Organizational research revealed that a wide range of employee task, organizational and leader characteristics were consistently found to predict different types of organizational citizenship behaviors across a range of occupations (Podsakoff, et al 2000). Moreover, work environment variables such as perceptions of organizational justice and quality of leader member exchange, job satisfaction, turn over intention and others were studied by organizational researchers in relation to antecedents,

correlates and consequence of commitment of employees. In the following section, some of the major work environment variables will be reviewed to see their correlates and antecedents with organizational commitment.

### **2.2.1. Perception of Organizational Justice and Commitment**

As in social psychology which has looked at fairness in wealth acquisition, medical care, interpersonal dynamics, education, politics and other areas, conception of justice focuses not on an idealized justice, but as it is perceived by individuals. Organizational justice is based up on an individual's experience related to fairness as perceived within an organization (Sadler, 2001).

Perceptions of organizational justice constitute an important area in organizational decision-making as different research relates it to job satisfaction, turnover, organizational citizenship behavior, trust, customer satisfaction, job performance, quality of leader-member exchange, and organization commitment (Cohen and Greenberg, 1982). Spector (1996) also pointed out that employee who perceived that they are treated fairly by their organization tended to develop and maintain communal relationships with the organization. Thus, when employees felt that they are treated fairly by their organization they are likely to hold more commitment, trust, satisfaction and control mutually than when they perceived that they are treated unfairly (Cropanzano and Greenberg, 1997).

In addition, the research on organizational justice perception which focused on the role of fairness in the work place have shown that organizational justice perceptions strongly affect the attitude of the workers such as job satisfaction, turnover intentions and organizational commitment and also workplace behavior such as absenteeism and organizational citizenship behavior (Colquitt, Colon & Portor, 2001).

Moreover ,when employees react to the way they are treated at work, their motivation to respond cannot be understand adequately with out taking in to account perceived fairness of the out comes and the procedure used to reach that out comes (Folger and Konovsky, 1989, Greenberg, 1980). Similarly Greenberg (1990) pointed out that organizational justice is people's perception of fairness in organizations consisting of perceptions of how decisions are made regarding the distribution of out come and perceived fairness of those outcomes themselves. Cropanzano and Greenberg (1997) also added that organizational justice is a sort of 'glue' that allows people to work together effectively, in contrast, injustice is like a corrosive solvent that can dissolve bonds with in the community and it is hurtful to the individual and harmful to the organizations.

One study by Gaerner and Nollen (1989) showed that reward practices /promotions/ has a strong effect on subsequent commitment than other concepts normally studied as antecedents of commitment, such as supervisory relations or participations. Hence, organizations interested in keeping a loyal and committed work force could communicate this to employees by explicitly rewarding levels of loyalty and commitment of employees. Schein (1990) also argued that human resource management practices have a strong communicative component because they tell employees what is important and rewarded in an organization. Hence, organizations could use human resource management practices such as rewards, to increase and maintain high levels of commitment and loyalty.

Researchers also explained perception of organizational justice through equity theory. Equity or considerations of work performance were supposed to be the most relevant criterion or organizations to maintain fairness (Adams, 1965; Fisher, 2004). Inputs are described as what a person perceives as his or her contributions to the exchange, for which

he or she expects a just return (Adams, 1965). Outcomes on the other hand, are described as the rewards an individual receives from the exchange, and can include factors as pay and intrinsic satisfaction (Cohen, & Greenberg, 1982). However, research has demonstrated that managers can consider a number of different criteria such as seniority, need or various forms of equality (Fisher 2004). The important question is whether such decisions are faire. Employees evaluate their experiences at work in terms of whether they are fair and organizations show concern for them as an individual (Tyler and Lind 1992). If individuals perceive a decision as being fair, they are more likely to reciprocate with higher commitment, greater job satisfaction and engage in extra role behaviors (Colquitt and porter, 2001; Folger and Cropanzano, 1999).

Researchers distinguished two main dimensions of organizational justice distributive and procedural (Greenberg, 1990).

**Distributive Justice-** deals with the out comes of decisions and the criteria to be used by organizations when making decisions. It also refers to the perceived fairness of the amount of compensation employee receive and primarily focuses on the fairness of the evaluations received relative to the work performed (Greenberg, 1990).

Cropanzano and Greenberg (1997) distinguished three allocation rules that can lead to distributive justice if they are applied appropriately. These are equality (to each the same), equity (to each in accordance with contributions), and need (to each in accordance with the most urgency).

Dailey and Kirk (1992) also found that employee might rationalize their desire to quite by finding 'evidence' that illustrates how unfairly rewards are distributed. Furthermore, distributive justice seems to play a salient role for employee in evaluating their employing organizations (Cohen and Greenberg, 1982). Thus, employee would be more attached to their organization if they cannot obtain the same benefits in another firm and

commitment develops when a person makes investments that would be lost if he/she were to discontinue the activity (Meyer and Herscovitch, 2001; Meyer and Allen 1991). In general, the research on distributive justice in organizations focus primarily on people's perceptions of the fairness of the outcomes they receive, that is their evaluations of the end state of the allocation process (Cropanzano and Greenberg, 1997).

**Procedural Justice:** This refers to the perceived fairness of the policies and procedures used to make decisions in the work place (Greenberg, 1990). Research demonstrated that the decision making process itself seems to be more important than the amount of actual compensation that is received by individual and fair process lead to intellectual and emotional recognition, thus in turn, creates the trust and commitment that build voluntary cooperation in strategy execution (Folger and Konovsky, 1989).

Folger and Konovsky (1989) also pointed out that opportunities for employees to express their feelings when evaluated predicted a measure of perceived fairness and accuracy of performance evaluations. These researchers also found that perceptions of procedural justice were enhanced only when explanations were believed to be adequately reasoned and sincerely communicated. Hence, procedural justice is more closely related to system satisfaction because more people are likely to retain positive attitudes towards their organization when the procedures determine the decisions become fair, even when the decision itself resulted in an unfair outcome (Greenberg, 1990). Thus, such findings strongly suggested that, not only the procedures used to determine outcomes, but the explanations for these procedures that influence perceptions of procedural justice.

Generally, perceived organizational justice is an important predictor of job satisfaction as well as organizational commitment partly because the

use of fair procedures in decision-making provides evidence of a genuine caring and concern on the part of the organization for the well-being of employees (Lind and Tyler, 1988)

Tyler and Lind (1992) found that fairness perception might be used as the basis by which people establish relationships with their employers, enhancing their loyalty to ward the organization. In this regard, several studies supported the relationship between perceptions of fairness and organizational commitment and specified the contribution of procedural fairness and distributive justice to organizational commitment (Folger and Konovsky, 1989; Tyler, 1991; Sweeney and McFarlin, 1993).

In summary, the previous discussion illustrates how employees' justice perception may affect their attitudes and interactions at work. As research on distributive and procedures justice shows the ways in which people are treated are as important as the outcomes they receive. Thus, it seems that if the employees perceived organizational justice to be high they would be more motivated to continue their association with their organization and could show high job satisfaction and commitment (Greenberg and Cohen, 1982; Meyer, 1997).

### **2.2.2. Perceived Quality of Leader Member Exchange and Organizational Commitment**

The concepts of social-exchange have been used to explain why subordinates become obligated to their supervisors and organizations to perform in ways beyond the requirements of their formal employment contract (Sparrowe and Liden, 1997). In organizational settings, aspects of the exchange relationship between a supervisor and a subordinate are considered fundamental to the understanding of employee attitudes and behavior (Gerstner and Day, 1997). Traditional leadership theories seek to explain leadership as a function of the personal characteristics of the

leader, the features of the situations, or an interaction between the leader and the group (Gerstner and Day, 1997).

Dansereau, Graen, and Haga (1975) proposed that leader member relationships are heterogeneous, that is, the relationship between a leader and a member contained within a work unit are different and that each leader member relationship is a unique interpersonal relationship within an organizational structure. They coined the term vertical dyad linkage to describe the dyadic relationship between a leader and a subordinate. Graen (1976) also argued that research should focus on the behavior of the leader and the sub-ordinate dyad, rather than the supervisor and his/her work group. Graen (1976) developed the theoretical base of the leader- member exchange model of leadership by building on role theory.

Leader-member exchange theory is a subset of social exchange theory that is formulated and based on the assumption that leaders establish relationships with their employees and that the nature of this exchange relationship influences the manner in which the leader treats each individual employee (Dansereau, Graen and Haga, 1975; Graen and Cashman, 1975). Thus, leader-member exchange represents the exchanges between a subordinate and his or her leader /supervisor. Green and Uhl-Bien (1995) also explained Leader-member exchange as a system of components and their relationships involving both members of a dyad in interdependent patterns of behavior, sharing mutual out come instrumentalities and producing conceptions of environment, cause, maps and values.

According to Graen and Uhl-Bien (1995) leadership is not only built on the leaders' and sub-ordinates' actions, but on the relationships formed as well. These relationships are based on three varying a mount of "currencies of exchange". These currencies of exchange include task

related behaviors (labeled contribution), loyalty to each other, and simply liking one another (affect). Thus, an exchange might be based on one, two or all three of these dimensions (Dienesch and Liden 1995). When these dimensions are reviewed, affect or mutual liking is considered extremely important as the relationship develops, and it occurs when the leader and subordinate enjoy being in each other's company, developing commitment and friendship through work interactions (Dienesch and Liden, 1995).

Moreover, much of the research on quality of leader member exchange divides the subordinate's roles and the quality of the leader member exchange in to two basic categories based on the leaders' and members' perception opportunity of in-group and out group (Dansereau, Graen and Haga, 1975; Linden and Graen, 1980; Scandura and Graen, 1984). In-group or high quality of leader member exchange is associated with high trust, interaction, support, and formal/informal rewards. In-group members are mainly got the more information by the supervisors, report greater job latitude, and make contributions that go beyond their formal duties and take on responsibility for the completion of tasks that are most critical to the success of the unit (Linden and Graen, 1980). Conversely, out-group or low quality leader member exchange is characterized by low trust, interaction, support and rewards. Out-group relationships involve those exchanges limited to the employment contract. In other words, out-group members perform the routine, mundane tasks of the unit and experience a more formal exchange with the supervisor (Linden and Graen, 1980).

Leader-member exchange is generally found to be associated with positive performance-related and attitudinal variables, especially for members. These variables include; higher overall satisfaction, greater satisfaction with supervision, strong organizational commitment and more positive role perceptions (Scandura and Graen, 1984). On the other

hand, quality of leader member exchange is negatively related to turnover and intention to quit (Graen, and Linden, 1982).

Linden and Graen (1980) further explained that out group members who reported spending less time on decision making were less likely to volunteer for special assignments and for extra work, and were rated by the leader as being lower on overall performance than in-group members. Scandura and Graen (1984) also found that training interventions designed to improve supervisors' understanding and helpfulness in dyadic relations significantly improved the job satisfaction of members who initially had low quality exchanges with their leaders. Nystrom (1990) also examined the quality of vertical exchanges between managers and their bosses, and found that managers who experience low quality exchanges with their bosses tend to feel little organizational commitment, whereas managers with high quality exchanges express strong organizational commitment.

Similarly, Duchon, Graen and Taber (1986) found that quality of exchange was positively related to the extent to which members were committed to the organization in an examination of antecedents and consequences of leader member exchange in Junior Achievement companies. Yukol (2002) also pointed out that employees in higher quality dyads are more likely to be committed to task accomplishments and to carry out administrative duties of the leaders. Similarly, Ansari, Hung and Aafagi (2007) found that quality of leader member exchange has a positive relationship with organizational commitment.

Generally, if there are perfect hygiene factors in the organization, extrinsic work motivation, high intrinsic motivation, good quality of leader member exchange, psychological contract, commitment to people or groups and behavioral commitment about staying (Maertz and Griffith, 2004) then employee turnover will be low. Tepper (2000) also reported

that when employees are treated poorly by their supervisors the probability of quitting is high and those who remain in their jobs, working for poor bosses, have lower job and life satisfaction, lower commitment, high conflict between work and family, psychological distress .

### **2.3. Job Satisfaction and Organizational Commitment**

Job satisfaction is also another studied and measured constructs in the organizational behavior. Interest in job satisfaction proceeds from its relationships to other substantial organizational out comes including absenteeism, organizational commitment, turnover, and performance. Moreover, work environments with their extremely unstable organizational change, which is affecting most industries, is creating an imperative for understanding how to keep employees productive and committed at work, and thus calls for the study of job satisfaction and related factors (Smith, 1992; Mowday et al, 1979).

According to Lock (1976) job, satisfaction is explained as a pleasurable emotional state resulting from the appraisal of one's job or job experience. Similarly, Mottaz (1988) explained job satisfaction as an affective response resulting from an evaluation of the work situation. Job satisfaction is also defined as a pleasurable feeling that results form the perception that one's job fulfills or allows for the fulfillment of one's important job values (Mottaz, 1988).It is widely accepted that job satisfaction is a function of work-related rewards and values.

Most approaches to job satisfaction are based on the theories of motivation and attitudes towards work developed by Herzberg, Maslow, and Vroom cited in Saddler (2001). Maslow (1943) cited in Archer and Rashied (1983) hypothesized that within every human being there exists a hierarchy of five needs, which include psychological needs, safety needs, social needs, esteem needs, and self-actualization needs. Maslow's

hierarchy of needs theory suggests that although no need is ever fully gratified, a substantially satisfied need no longer motivates. Thus, it is critical that an organization understands what level of the hierarchy an employee is currently on and focuses on satisfying needs at or above that level (Robbins, 1993).

Herzberg's (1966), cited in Sadler (2001), motivation hygiene theory proposes that there are two factors, which affect the individual's satisfaction or dissatisfaction with work. According to this two factor theory intrinsic factors such as employee's opportunity for personal achievement, recognition from supervisors, the work itself, and growth are related to job satisfaction. Conversely, extrinsic factors such as company policy, administration, supervision, and working conditions are associated with job satisfaction.

Expectancy theory by Vroom's, 1964, cited in (Sadler, 2001) has also influenced the development of the construct of job satisfaction. Expectancy theory argues that the strength of a tendency to behave in a certain way depends on the strength of an expectation that a given outcome stems from the act and on the attractiveness of that outcome to the individual. Thus, expectancy theory predicts that an employee will perform at a high level of effort if he/she perceives that there is a strong relationship between effort and performance, performance and rewards, and rewards and satisfaction of personal goals (Robbins, 1993).

Research has supported job redesign as a means of enhancing job satisfaction by making jobs more interesting by changing the characteristics of a person's job and tasks (Herzberg, 1969 cited in Sadler (2001). Job characteristics refer to the content and nature of job tasks themselves (Spector, 1997). The most influential theory of how job characteristics affect people is Hackman and Oldhan's (1980) job characteristic theory. The basis of this theory is that people can be

motivated by the intrinsic satisfaction they find in doing job tasks. As the result, if they find their work to be meaningful, people will like their jobs and will be motivated to perform their job well. According to the job characteristics theory, there are five core characteristics that can be applied to any job skill variety, task identify, task significance, autonomy and feed back. The five characteristics are thought to lead to three psychological states, which include experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the actual results of the work which in turn contribute to critical outcomes of job satisfaction and employee motivation (Spector, 1997). In other words, the more often these psychological states are present, the greater will be the employee's motivation, performance and satisfaction.

In measuring job, satisfaction global feeling about the job or as a related constellation of attitudes about various factors of the job might be used (Spector, 1997). According to Spector (1997) the global approach is used when the overall attitude is one of interest, where as, fact approach is used when one wishes to find out which parts of the job produce satisfaction or dissatisfaction.

Mixed findings have been found in explaining the relationship between job satisfaction and organizational commitment. For example, one study showed that organizational commitment differs from job satisfaction in that it focuses on attachment to the employing organization, while job satisfaction emphasizes the specific task environment where an employee performs his or her duties (Mowday et al, 1979). Similarly, Williams and Hazer (1986) made the distinction between job satisfaction and organizational commitment in that job satisfaction represents an affective response to specific aspects of the job, while organizational commitment is an affective response to the whole organization

Moreover, organizational commitment appears to develop slowly but consistently over time as employees think about their relationship with the organization and is less affected by day-to-day events in the work place (Mowday et al.; 1979). Furthermore, job satisfaction and organizational commitment contribute in different ways to turnover. Job satisfaction and organizational commitment have invariably been reported to be negatively related to turn over intentions and positively correlated with one another( William and Hazer, 1986).

A study by the institute of work psychology at the University of Sheffield found a strong relationship between employee satisfaction and employee commitment (Saddler, 2001). In particular, it was found that 12 percent of the variation in profitability among companies could be explained by variations in the job satisfaction of their employees and 13 percent could be explained by differences in employee organizational commitment (Saddler, 2001). Moreover, researchers (Mathieu and Zajac ,1990; Price and Muller, 1981; Williams and Hazar, 1986) reported a strong positive relationship between job satisfaction and organizational commitment. There is a controversy, however, concerning the causal nature of this relationship. Although some researchers suggest that job satisfaction causes organizational commitment(Mathieu and Zajac,1990;Strees,1977)others indicate that organizational commitment causes job satisfaction(Batman and Strasser,1984). Still others argue that the relation ship between job satisfaction and organizational commitment might be reciprocal (Price and Muller, 1981). Mowday et al (1982) suggested that employees who exhibit high organizational commitment are happier at their work and spend less time a way from their jobs and are less likely to leave the organization.

Research results also revealed that, variables that correlates with job satisfaction also correlates with organizational commitment in the same levels and extents. For example, it was found that organizational

commitment was related to age with about the same correlation that job satisfaction relates to age. There was little relation with gender indicating that men and women displayed about the same levels of commitment (Spector, 1996). Thus, at the individual level, job satisfaction is the most frequently examined psychosocial variable in the satisfaction and turnover relationship (Mobley, Griffeth, Hand and Menglino, 1979). Job satisfaction has been repeatedly identified as the single most important reason why employees leave their jobs (Price and Mueller, 1981). Cotton and Tuttle (1986) also found that overall job satisfaction with the work itself, pay satisfaction and satisfaction with supervision were negatively associated with turnover. However, Porter and Steers (1979) argued that job satisfaction usually accounts for less than 16 percent of the variance in turnover.

Generally focus of the organizational commitment literature had mainly been to identify correlates of organizational commitment from a variety of categories; attitudinal, affective, and cognitive constructs such as job satisfaction, job involvement, and tension; employee behaviors such as turn over, absenteeism, and performance (Porter, Steers and Mowday, 1982). In addition, personal characteristics such as age, gender, the need for achievement, and job tenure; and employee's job and role-related factors such as work over load, and skill of subordinates were considered as categories of correlates of organizational commitment (Steers, 1977).

To sum up, job satisfaction relates to positive attitudes and beliefs towards "factors of satisfaction" which include supervision, relations with co-workers, pay, reward, work conditions, work itself, opportunities for career growth and development, and given responsibility. By taking together the above concepts, in this study an attempt would be made to see the relationship between organizational commitment and job satisfaction of factory employees.

## **2.4. Turnover Intention and Organizational Commitment**

The conceptual definition of turn over intentions is the relative strength of an individual's intent to leave the organization. It is an outcome variable usually defined by three single indicators: thinking of quitting, intent to search and intent to quite (Hom and Griffeth, 1991). Allen and Meyer (1996) argued that intention to leave the organization is negatively related to all levels of organizational commitment. In addition, Aryee, Wyatt and Makeng (1991) have found that commitment explains 37 percent of variance in intention to leave the organization.

In many studies, turnover intention has also been reported that workers who have relatively low levels of job satisfaction are the most likely to quite their jobs. However, while the relationship between job satisfaction and turn over is strong, it is also important to note that the availability of other places of employment influences also turn over. Mobley, Horner and Hollingsworth (1978), cited in Landy (1989) found that job satisfaction was most closely related to thoughts of quitting and intentions to search another job. There fore turnover levels are generally high in companies with poor working conditions, undesirable jobs, wage inequalities, limited opportunities for advancement and poor quality of supervision. Likewise, turnover rates are strongly influenced by economic conditions. Accordingly, turnover intentions may be greatly reduced when unemployment levels are high and employees are reluctant to leave their works unless another is available (Chringston (1978), cited in Landy (1989).

Thus, regarding to moderating variables of intention to quite and actual quitting researchers explained labor market conditions, length of tenure with the organization, levels of performance, alternative job opportunities, and levels of commitment to the organization (Steers and Porter, 1979; Robbins, 1993).

## **2.5. Demographic Characteristics and Organizational Commitment**

In the literature, various personal characteristics have been investigated as antecedents of organizational commitment. These characteristics include age, gender, educational status, marital status, religiosity and organizational tenure. For example, age, and organizational tenure have been shown to be important correlates of organizational commitment (Mathieu and Zajac, 1990; Mobley, Horner and Hollingsworth, 1978 cited in Landy, 1989). Specifically, older employees and employees with longer organizational tenure tend to be more committed than younger individuals or those with a shorter organizational tenure (Mathieu and Zajac, 1990; Price and Muller, 1981).

Dailey and Kirk (1992) also added that as employees grow older they experience more satisfaction and commitment at work. Neysrom(1990) also designated that older workers are more satisfied than are younger workers in that older workers have lower expectations and better adjustment to their employing organizations. Researchers explained that older workers or those with longer organizational tenure accumulated more “side-bets” such as pension plans and other benefits (Meyer and Allen, 1984).

Evidences of sex differences in organizational commitment as well as job satisfaction levels have been mixed. Accordingly, research results reported that women more committed than men in their employing organizations (Mathieu and Zajac, 1990). Other studies, however, found no relationship between gender and organizational commitment. Most studies that have compared men and women in their global satisfaction and commitment have also found no significant gender difference in their study (Green,Parasuraman, and wormely,1990 cited in Spector ,1996).

Education is often argued to be an antecedent of both job satisfaction and organizational commitment. Educational status may thus have an

indirect effect on turnover though (Widmer, 2000 ) did not find that education had a significant effect up on job satisfaction of workers in his study. More employees that are educated were found to show lower levels of commitment, most likely because they have higher expectations on greater alternative job opportunities ( Mathiew and Zajac, (1990). It means though education may increase job satisfaction and commitment by increasing both intrinsic and extrinsic rewards of work it may also reduce satisfaction and commitment by raising work expectations that may not be fully realized in the work place (Mottaz, 1988).

Thus in this study personal characteristics/demographic variables such as sex, age, educational level and work experience (tenure) will be examined to see their relations with organizational commitment as well as job satisfaction and turnover intentions.

## **CHAPTER THREE**

### **3. Research Methodology**

This part of the study presents the research methodology utilized to investigate the relationship among variables. The setting of the study, sample characteristics, data collecting procedures, administration of questionnaires and methods of analyses are presented.

#### **3.1. Setting of the study**

This study was conducted in Kombolcha Textile factory, which is located in Amhara National Regional state, south Wollo, Kombolcha town, 380 km from Addis Ababa. Komolcha Textile Factory is purposefully selected as a research site mainly because the researcher has the opportunity to visit the activities of the factory and is familiar with the area.

#### **3.2. Participants of the Study**

The total work force engaged in the activities of the factory is 1780 permanent and temporary employees. From those employees ,1390 are permanent. For the purpose of this study, 140 permanent employees were taken randomly, stratified by gender. Stratification by gender was requested to ensure that males and females were included in the sample. Participants levels of education ranges from elementary level to graduates of colleges and universities.

#### **3.3. Sampling Method**

In order to draw sample participants for the study, simple random sampling method was used following stratification by gender. This method was employed to include males and females as sample respondents in the study. Procedurally simple random sampling was employed after getting the list of permanent employees working in the

factory and by assigning each employee an identification number. Hence, 140 employees were drawn randomly of them 52 were females and 88 were males. The distribution was made because the factory has 1390 permanent employees of which 528 were females and 862 were males.

### **3.4. Data Gathering Procedures**

With the help of two research assistants, the questionnaire was administered and collected in the work place of respondents following an explanation of the aim of the study by the researcher. The research assistants were also given explanations on how to explain about questionnaire, administration and collected the complete one.

### **3.5. Data Collecting Instruments**

In the study, self-report measures were primarily developed and adopted to collect data. A questionnaire, which consisted of different items related to the aforementioned objectives of the study, was applied. To enrich the study with more relevant information observations and focus group discussions were also used.

The questionnaire was designed from several sources and was comprised of (1) demographic variables (including gender, level of education, age, work-experience and monthly salary); (2) Perceived organizational justice; (3) Perceived quality of leader member exchange; (4) job satisfaction; (5) organizational commitment, and (6) turn over intention. The details are presented here under.

**Perceived organizational justice:** This focuses on employees' perception of fairness in terms of combinations of procedural and distributive justice (Benett, and Martin, 1996; Greenberg, 1990). Thus, 21 items were developed and adopted to assess these constructs from Price and Muller (1986) and Moormay (1993). Each item asks for the degree to which the

respondent's believe that he/she is fairly rewarded based on some comparison with responsibilities, education, effort, and performance. Moreover, items were made to ask respondents whether he/she is freely participating in decision-making and whether he/she is treated by the supervisor in unbiased way. Some items include 'employees promotions are handed fairly', 'the management gives clear cut orders and instructions', 'I am fairly paid for the work I do'. Each item was scored on a five point scale with responses ranging from (1) 'strongly disagree' to (5) 'strongly agree'. Scale scores were obtained by summing responses across items, with higher scores reflecting greater perception of organizational justice.

**Perceived quality of leader-member exchange:** to assess this work environment variable 10 items were adopted and developed from Scandura and Graen (1984). In those items, an attempt was made to ask respondents perceived quality of relationship with supervisors. Sample items included 'my supervisor recognizes my potential', 'there is a high degree of trust and confidence among leaders/supervisors and employees'. The response set was made on five-point scale ranging from (1) 'strongly disagree' to (5) 'strongly agree' When summed together, the highest score represents high quality of leader member exchange and lower score indicates low quality of leader member exchange.

**Job Satisfaction:** In this study, it was measured using fact item partly from job Diagnostic survey (JDS; Hackman and Oldham, 1975). This approach was preferred because it can provide a more complete picture of an individual's job satisfaction than a global approach. Some items were also taken from Adugna (2007) who studied the relationship between job satisfaction and employee's behavior in Dashen Brewery factory. The format of these items is also a five-point scale ranging from (1) 'strongly disagree', to (5) 'strongly agree'. Thus, 19 items were used in

the study to assess employee's job satisfaction. Higher summative scores indicated greater satisfaction.

**Organizational commitment:** In this study, organizational commitment was assessed with adopted version of the organizational commitment questionnaire (OCQ) by Porter and Strees (1979), and Meyer and Allen (1991) affective commitment dimension. This was done because affective commitment maintains behavioral direction where there are little expectations of formal rewards (Allen and Mayer, 1991). Thus, 11 items were adopted and developed. Sample items include 'I feel proud of working for this organization', 'I really care about the fate of this organization'. The ratings of items was made based on a five point lickert scale ranging from (1) 'strongly disagree' to (5) 'strongly Agree'. The higher the score, the more organizational commitment an employee is judged to have.

**Turnover intention:** Three single indicators define turn over intention; thinking of quitting, intent to search and intent to quite (Hom & Griffeth, 1991). To measure this variable, four items were adapted from Michigan Organization Assessment Questionnaire (Cammann, Fisherman, Jenkins & Klesh, 1979). The items were also designed using a five -point scale from (1) 'strongly disagree' to (5) 'strongly agree'.

Moreover, respondents were also asked to give personal information such as age, sex, level of education, monthly salary and their work experiences. In this study, organizational commitment was considered as a Criterion variable, where as demographic variables, perceived organizational justice, and perceived quality of leader member exchange were independent(predictor) variables.

Through the above process, 73 items were prepared first in English and then translated into Amharic by two-second year graduate students from Addis Ababa University. The questionnaire was also given to one lecturer

from Wollo University and one PhD. Student from Addis Ababa University to assess the validity of each item.

Moreover, pilot test was made to test the reliability on 30 employees in kombolcha textile factory employees. As a result, alpha coefficient was found to be 0.72, for perceived organizational justice, 0.84 for perceived quality of leader member exchange, 0.81 for job satisfaction, 0.89 for organizational commitment, and 0.82 for turnover intentions. The results of the pilot study and comments of the two individuals were carefully investigated in order to identify the reliability and validity level of the items. Accordingly, some items were modified and finally 73 items were used for the main study.

### **Focus Group Discussion**

This method was used to get supportive and relevant information on issues raised in the questionnaire. It was held with two groups. The first group included managers and work affair officials, and the second was with eight employees. Structured group discussion was conducted separately with each group with the help of research assistants. The discussion mainly focused on the kind of relationships between employees and management, methods of employees' promotion in the organization, and role of employees in decision making. In addition, the groups were also asked to discuss about the factors affecting commitment and the extent of the work conditions in attracting employees in the organization.

### **3.6. Techniques of data analysis**

The method of data analysis used in this study comprised both quantitative and qualitative methods. In order to see the extent of relationships between the major variables Pearson product moment correlation ( $r$ ) was applied. Multiple and stepwise multiple linear

regression analysis were also employed to find out the contribution of the predictor variables as a whole and the relative contribution of each predictor in estimating organizational commitment of employees. Percentage was also used to describe demographic variables. Data entry and analyses were performed by using statistical packages for social sciences (SPSS) version 17.

## CHAPTER FOUR

### 4. Findings of the Study

Followings are findings with respect to the variables of the study.

**Table 1: Frequency and percentage of demographic variables**

Variable	Category	Frequency	Percentage
Sex	Male	88	62.9
	Female	52	37.1
Age	<25 years	9	6.4
	26-35 years	38	27.1
	36-45 years	73	52.1
	>45 years	20	14.3
Educational level	1-8	24	17.1
	9-12	57	40.7
	Diploma	45	32.1
	1 <sup>st</sup> degree and above	14	10
Monthly salary	350-750	49	35
	751-1150	35	25
	1151-1550	35	25
	1551-1950	17	12.1
	>1950	4	2.9
Work experience	<5 years	39	27.9
	6-10 years	23	16.4
	11-15 years	18	12.9
	16-20 years	26	18.6
	>20 years	34	24.3
	Total	140	100

From table 1 above, five demographic variables were arranged in terms of frequency and percentage. As it is indicated, 62.9 percent of respondents were males and 37.1 percent were females. Regarding age, the largest proportion of respondents was from 36-45 years (52.1 percent). 27.1percent, 6.4percent and 14.3 percent of sample respondents were aged between 26-35, less than 25 years and older than 45years respectively.

In terms of level of education, 40.7 percent of sample respondents were between 9-12 grades, and 32.1 percent were diploma holders. Only 10 percent of sample respondents have first degree and above.

From table 1, it can also be observed that, 35 percent sample respondents earn monthly salary between 350-750 birr. 25 percent of respondents were also paid with a salary between 751-1150, and 25 percent from 1151-1550 birr.

Regarding to work experience 27.9 percent of respondents have experiences less then 5 years where as 24.3 percent of respondents worked more than 20 years. Thus, most of the respondents have worked over 5 years in the organization.

**Table 2: Inter correlation matrix of demographic variables and organizational commitment (N=140)**

No	Variables	1	2	3	4	5	6
1	Sex	1					
2	Age	.126	1				
3	Level of education	-.172*	.130	1			
4	Monthly salary	-.168*	.228**	.607**	1		
5	Work experience	.106	.672**	.133	.353**	1	
6	Organizational commitment	.076	.341**	-.096	.131	.444**	1

\*p<.05 \*\* p<.01

As indicated in Table 2, organizational commitment was positively and significantly correlated with work experiences ( $r= 0.444$ ,  $p<0.01$ ) and age of respondents ( $r= 0.341$ ,  $p<0.01$ ). As depicted in table 2, age is also significantly correlate with work experience ( $r= 0.672$ ,  $p<0.01$ ) and monthly salary ( $r=0.228$ ,  $p<0.01$ ). Thus, this can be explained that, the association of age with tenure positively influences employees to develop a sense of belongings and ownership that, in turns fosters affective attachment to the organization. Results of focus group discussion also supported that, experienced workers have the opportunity to adjust themselves with the organization and develop a sense of belongingness and attachment. In table 2, it can also be observed that sex is not significantly correlated with organizational commitment. This shows that male and female differences per se does not account for variance in organizational commitment. Rather it appears that other variable such as salary and level of education may be related to sex that might explain those differences.

**Table 3: Pearson product moment correlation coefficient between work environment-variables and organizational commitment (N=140).**

Work-environment variables	organizational commitment
Perceived organizational justice	.404**
Perceived leader member exchange	.383**

\*\* Correlation is significant at .01 (2-tailed)

Table 3 shows correlation coefficients between work environment variables (perceived organizational justice, and quality of leader member exchange) and organization commitment. In either case, organizational

commitment has positive and significant relationships ( $r= 0.404$ ,  $p<0.01$ ) with perceived organizational justice and quality of leader-member exchanges ( $r=0.383$ ,  $p<0.01$ ). This implies that, when fair promotion, fair perception of employees in participating on decision-making, respects and equal treatment of employees in the organization increases organizational commitment also increases. Thus, organizational commitment among employees increases when an organization creates conducive environments and approves /applies justices systems by treating employees equally and fairly.

The finding also implies that perception of quality of leader members exchanges do function in the same manner as perceived organizational justice. Thus, organizational commitment increases when a supervisor /leader/ is friendly, supportive, and considerate in his/her behavior with subordinate.

The results also suggests that when the supervisor /leader creates an opportunity in understanding subordinates problems and needs, hears grievances and complaints, and create effective working conditions with employees organizational commitment increases.

The relationship between perception of work environment and organizational commitment was also supported by the data obtained from focus group discussions. Results of the discussion weighted both perceived justice variables and quality of leader-member exchange such as quality of supervision, considering sub-ordinates/employees comments and treating employees as humans to make employees care about the fate of the organization. Discussions held with employees gave high emphasis to payments, getting respects, fair promotions, in developing commitment. They also added that in order to use the work force effectively all employees should be evaluated in accordance with efforts and achievement.

Moreover, some participants commented that, organizational commitment could be developed when organizational rules and procedures regarding to promotion, pay, training, and rewards are practiced equally to all employees. They stressed that when what is stated /talked and practiced is quite different employees become demotivated and forced to leave the organization and unable to use their efforts and skills properly.

**Table 4: Relationship between job satisfaction and organizational commitment (N=140).**

Variable	Organizational commitment
Job satisfaction	.721**

\*\* Correlation is significant at 0.01 (2- tailed)

As depicted in Table 4, job satisfaction is strongly and significantly correlated with organizational commitment ( $r=0.721$ ,  $p<0.01$ ). This implies that the two variables have a positive and strong relationship in which when one of the variables increases the other increases. In the results of focus group discussion, it was also emphasized that committed workers were those who are satisfied in many aspects and vice versa. Moreover, to see whether demographic variables correlated with organizational commitment also correlates with job satisfaction, it was observed that age and work experience from demographic variables showed nearly similar correlations with the two variables. Accordingly age was significantly correlated with job satisfaction ( $r=0.317$ ,  $p<0.01$ ) (see appendix -D). Work experience was also significantly correlated with job satisfaction ( $r=0.392$ ,  $p<0.01$ ). (See appendix -D).

Perceived organizational justice and quality of leader member exchanges were also showed similar result in relation to job satisfaction when compared with organizational commitment. That is perceived organizational justice correlates significantly with job satisfaction ( $r=$

0.488,  $p < 0.01$ ). Perceive quality of leader member exchange was also correlated significantly with job satisfaction ( $r = 0.341$ ,  $p < 0.01$ ) (see appendix -D). The interpretation is that organizational commitment and job satisfaction are strongly correlated and influenced each other.

**Table 5: Relationship between organizational commitment and turnover intention (N=140)**

Variables	Organizational commitment
Turnover intention	-.601**

\*\* Correlation is significant at 0.01( 2- tailed)

As depicted in table 5 turnover intention was significantly and negatively correlated with organizational commitment ( $r = -0.601$ ,  $p < 0.01$ ). This shows that when organizational commitment is high the tendency of employees to leave the organization becomes low.

There was also a negative correlations between job satisfaction and turnover intentions ( $r = -0.385$ ,  $p < 0.01$ ) (see appendix -D). This means the rate of turnover intentions becomes increasing when employee's levels of satisfaction is decreasing /lowering and vice versa.

The above results were also supported by results of focus group discussions held with both groups. In their discussion, it was indicated that, turnover intention become inevitable when employees do not feel satisfied. In addition, some employees also commented that, when the work-environment is conducive employees did not want to leave their employing organization.

The participants also reported that dissatisfied employees are more likely to be voluntarily absent from their jobs and to leave the organization altogether. One participant in focus group discussion specifically

commented that, the organization/factory might lose itself like a hyena that eats its wounded body, if conditions are not suitable for work.

### Results of Multiple Regression Analysis

As mentioned earlier, in addition to determining the relationship of demographic as well as work-environment variables to organizational commitment, in this study an attempt was also made to discern the combined effect of two or more of those variables on organizational commitment that was considered as a predictor variable in the study.

Thus, multiple regression analyses were used to evaluate the combined effects of all predictor variables for the prediction of criterion variable by using simultaneous entry of the independent variables. Moreover stepwise multiple regression was applied to see the relative contribution of predictor variables on criterion variable.

Hence, multiple regression analyses were performed using simultaneous entry of the predictor variables to see their combined effects for the predication of criterion (dependent) variable. Accordingly, organizational commitment was regressed on demographic variable and work environment variables as follows.

**Table 6: Summary results of multiple regression analysis for demographic and work environment variables predicting organizational commitment**

Variable	B	SEB	Beta	t	P
Sex	1.496	1.315	.084	1.137	.258
Age	.76	1.102	.007	.069	.945
Educational level	.022	1.007	-.002	-.022	.983
Salary	-.119	.819	-.16	-.145	.885
Work experience	1.744	.629	.318	2.772	.006**
Perceived organizational justice	.094	.045	.177	2.094	.038*
Perceived quality of leader member exchange	.344	.100	.268	3.452	.001**

\* p<0.05 \*\* p<0.01

R= 0.567, R<sup>2</sup>= 0.322, Multiple regression F- value= 8.952, p<0.01

The results of multiple regression indicated in table 6 considered demographic and work environment variables (perceived organizational justice and quality of leader member exchange) as predictor variables. The multiple linear regressions reveals that all the predictor variables together contributed 32.2 percent to the explained variance of the criterion variable.

In other words, demographic variables and perceived work environment variables all together contributed 32.2 percent of the explained variance in organizational commitment. This implies that the remaining 67.8 percent of variation is explained by other variables, which were not explored in this study. The F-value (8.95) of the multiple regressions as can be seen in table 6 showed that all the predictor variables combined together made statistically significant contribution at 0.01 significant levels.

As can also be noted from table 6 above, the t-values indicated that work-experience and perceived quality of leader-member exchange do contribute to the prediction of organizational commitment significantly at 0.01. Perceived organizational justice also significantly contributed to the prediction of organizational commitment at .05. However, sex, age, level of education and monthly salary, did not make a significant contribution in predicting organizational commitment.

In general, according to the results of multiple regressions analysis the majority of the variance in organizational commitment was due to work experience, perceived quality of leader-member exchange and perceived organizational justice

In order to evaluate the relative contribution of each predictor variables and to determine the extent of their unique contribution in explaining employee's organizational commitment a subsequent stepwise multiple regression analysis gave the following results.

**Table 7: Summary of stepwise multiple regression analysis of demographic and work environment variables on organizational commitment (only significant predictors are included).**

Step	Variable Entered	R	R <sup>2</sup>	Change in R <sup>2</sup>	B	SE B	Beta	P-value
1	Work Experience	.444	.197	.197	1.718	.444	.313	.00**
2	Perceived quality of leader member exchange	.541	.293	.096	.357	.096	.277	.00**
3	Perceived organizational justice	.561	.314	.021	.091	.044	.171	.042*

\*P<.05 \*\*p<.01

In the stepwise multiple regression analysis both demographic and work-environment variables as predictor variables were considered. Thus, the stepwise multiple regression analysis in table 7 confirmed that only work-experiences among demographic variables significantly help to account for the variation in employees' organizational commitment. As indicated in table 7 Perceived quality of leader member exchange and perceived organizational justices were also found as significant predictors of organizational commitment.. Sex, age, monthly salary, and level of education from demographic variables were not significant enough to enter the stepwise regression.

Thus, as depicted in table 7 proportion of variance accounted for employees' organizational commitment by work experience, perceived

quality of leader member exchange and perceived organizational justice were 19.7percent, 9.6percent, and 2.1percent respectively.

Had the remaining variables sex, age, monthly salary, and level of education been included in the regression model, the total variance accounted for organizational commitment would have been 32.2percent. This shows that the increase of variance in employees' organizational commitment attributable to those demographic variables is only 0.8 percent. This implies that the additive effect of those demographic variables (sex, age, level of education and monthly salary) is very little or not significant.

## CHAPTER FIVE

### 5. Discussion

In this section, an attempt was made to discuss the findings of the study in light with other studies reported in different literatures. Thus, it is necessary to restate the research questions once again for the sake of easy reference.

1. Do demographic variables (sex, age, level of education, monthly salary and work experience) predict organizational commitment?
2. Does employee perception of organizational justice significantly relate to organizational commitment?
3. Is there a significant relationship between employee perceived quality of leaders-member exchange and organizational commitment?
4. Is organizational commitment significantly correlated to job satisfaction?
5. Is there a significant relationship between organizational commitment and turnover intention?

The findings of the above research questions are discussed with other studies as indicated below

#### **5.1. Demographic Variables and Organizational Commitment**

As indicated in table 2 among the demographic variables, employees' work-experience and age were significantly correlated with organizational commitment. The relationship between work-experience and commitment was significant and positive ( $r=0.444$ ,  $p<010$ ). As observed in table 2, age of respondents was also positively and significantly correlated with

organizational commitment ( $r=0.341$ ,  $p<0.01$ ). These results are consistent with Mathieu and Zajac (1990) and Price and Muller (1981). According to these researchers, older employees and employees with longer organizational tenure tend to be more committed than younger employees with a shorter organizational tenure are. However, Price and Muller (1981) pointed out that it is not clear how age relates with commitment. The positive relationship between age and commitment might be because older employees have more jobs that are rewarding, participate in more decision-making, and are better integrated in to the work place. Thus, it is not age per se that increases commitment, rather the better quality of jobs and the work experience, which are positively related with age (Mathieu and Zajac, 1990). Similarly, Meyer and Allen (1984) pointed out that older workers and those with longer work experiences accumulated more 'side bets' such as pension plans and other benefits that enhance organizational commitment. These researchers also added that employee having less time of the job as a whole are less committed than long-terms.

Regarding to educational level of employees, it was found that there existed weak and negative relationships with organizational commitment ( $r=-0.096$ ). But the relation ship was not significant. This finding is in harmony with Wiedmer (2000) who reported that level of education was not significantly correlated with organizational commitment. However, contrary to the above findings a significantly negative correlation was observed by researchers between level of education and organizational commitment (Mathieu and Zajac, 1990). These researchers explained that more employees that are educated showed lower levels of commitment most likely because they have higher expectations on greater job opportunities. These researchers further commented that up grading in education might reduce levels of commitments by raising many expectations that may not be defiantly realized in the work place.

Landy (1989) also reported that increased educational level widens the gap between what employees want in their employing organizations and what they actually experience.

As mentioned in table 2 there existed weak and insignificant relationship between sex and organizational commitment. This result is in harmony with Green, Parasurama, and Wormley cited in Specter(1996) who found no significant relationship between gender difference in their study on job satisfaction and organizational commitment. Contrary to this finding, Mathieu and Zajac (1990) found women more committed than men did. Though these contradictory findings were previously stated it could imply from this study and similar findings that being male or female alone per se do not bring about difference in organizational commitment.

## **5.2. Perception of Organizational Justice and Commitment**

As indicated in table 3 perceived organizational justice was significantly correlated with organizational commitment ( $r=0.404$ ,  $p<0.01$ ). This variable was also observed to show significant predications when entered in multiple and stepwise multiple regression analysis. This implies that employees perceived organizational justice within the organization (concerning promotion, opportunities of participatory decision making, deserving fair benefits, and treatments) have relations with employee commitment . Moreover, results of focus group discussion held in this study revealed that treating employees as humans, fairly application of organizational rules for all employees, rewarding employees by considering personal efforts increases a sense of belongingness in the organization and thus contributes for the development of commitments.

This finding is consistent with previous research (Folger and Konovsky, 1989; Greenberg, 1990; Tyler, 1991). They stated that, employees who

perceived fair treatment by their employing organization tended to develop and maintain communal relationships and commitment in the organization. They further added that perceived organizational justice becomes an important predictor of job satisfaction as well as organizational commitment partly because the use of fair procedures in decision-making and others provide evidence of a genuine caring and concern on the part of the organization for the well-being of employees.

Similarly, Tyler and Lind (1992) added that fair perception serves as the bases by which employees establish relationships with their employers enhancing their loyalty towards the organization. When employees perceive organizational decisions and activities as being just, they are more likely to reciprocate with higher commitment, greater satisfaction and engagement in extra role behaviors.

In addition, it was also generally explained that perception of organizational justice depended up on how employees are treated by their employing organizations to develop levels of commitment (Martin and Bennet, 1996; Mc- Farlin and Sweeney, 1993; Meyer and Allen, 1997).

Thus, it was not surprising to find that perceived organizational justice become the most salient work-environment variable with respect to explaining affective organizational commitment. This result indicates generally that employees valued fair play from their organization in return for their affective organizational commitment. Focus group discussants also stressed that practicing favoritism on working with and supervising employee could have a damaging effect on the level of employee commitment and morale. Some employees also commented that faire treatment helps employing organization to get committed employees that fully applies efforts. In doing so respondents reported that what is promised is expected to be practiced fairly for all employees

so that employees develop a sense of responsibility and identify themselves as part of the organization.

### **5.3. Perceived Quality of Leader-Member Exchange and Organizational Commitment**

Regarding to this issue Duchon, Graen and Tabor (1986) found that perceived quality of leader member exchange was positively correlated to the extent to which employees' commitment to an organization. Similarly, Ansari, Hung and Afari (2007) reported that quality of leader-member exchange has a significant positive relationship with organizational commitment.

Findings of this study supported their data, because a significant positive relationship was observed between perceived quality of leader member exchange and organizational commitment ( $r=.383$ ,  $p < 0.01$ ). This implies that employees' level of commitment increases when they perceive positive relationships with supervisors as well as leaders in employing organizations. In other words, when employee perceived a high degree of trust and confidence with leaders/supervisors, and when their supervisors recognize employee potential, and when the management hears employees' grievances and complaints their level of commitment increases. From focus group discussion participants it was also inferred that, a sense of belongingness and commitment develops when all employees got the opportunity to be appreciated by the organization and when employees perceived a good-interpersonal relationship with supervisors and leaders.

The perceived leader member exchange was also found to be a significant contributor in the prediction of organizational commitment when entered in multiple and stepwise multiple regression analysis. This finding is also in harmony with Graen and Uhl-Bien (1995) who emphasized the

importance of mutual trust, positive support, common bonds, high degree of autonomy and shared loyalty between employees and leaders in developing level of commitment among employees in organization. Other researchers also underlined in their study that poor relationship between supervisors /leaders and subordinates could cause employees to loss commitment to or satisfaction with the job (Maert and Griffieth, 2004). Hence, an organization need to check and supervise whether there existed an effective relationship between supervisors /mangers and subordinates to enhance level of commitment to achieve organizational goals.

Thus, supervisors are expected to do their best to maintain a quality of exchange relationship with their subordinates. They could accomplish this by trading emotions, loyalty and contribution with their subordinates, which eventually will improve the trust of subordinates to supervisors as well as the perceived supervisor support of subordinates. Under such good interaction, a benign cycle will be formed which will not only enhance commitment of employees to the organization and reduce turnover intentions, but also promote organizational citizenship behavior of employees to improve organizational effectiveness. More over when employees are asked to put their comments concerning work environment in a factory some of the respondents emphasized a need to create opportunity for employees to express their views and suggestions freely that helps for the fate of the factory.

#### **5.4. Job Satisfaction and Organizational Commitment**

As previously mentioned the main purpose of this study was to examine the relationship between perception of work- environment (specifically, perceived organizational justice and quality of leader-member exchange) and organizational commitment. Accordingly, organizational commitment was primarily explained in relation to work-environment variables along with demographic characteristics. Job satisfaction was included in this

study only to see its relations with organizational commitment because mixed findings are frequently mentioned by literatures regarding their causal relationships.

For example, research results reported that variables that correlate with job satisfaction also correlated with organizational commitment in the same levels and extents (Spector, 1996). According to Spector (1996) job satisfaction was related to age with the same correlation that organizational commitment was related. Spector (1996) further added that organizational commitment related with absence and turnover with about the same magnitude of correlation as does job satisfaction. Similarly, other researchers emphasized that job satisfaction and commitment have invariably been reported to be negatively related to turnover intentions and positively correlated with one another (Williams and Hazar, 1986).

As to respondents of this study indicated in table 4 job satisfaction was positively and significantly related to organizational commitments ( $r=.721$ ,  $P<.01$ ). This strong positive relationship is in harmony with the above research results. Similar to the literatures indicated above, age of sample respondents in this study showed almost similar relationships for job satisfaction ( $r=0.317$ ,  $p<0.01$ ) and organizational commitment ( $r=.341$ ,  $p<0.01$ ) (see Appendix -D)

Moreover employees turnover intention was also related negatively, ( $r=-0.385$ ) and ( $r=-0.601$ ) with job satisfaction and organizational commitment respectively. Therefore, the relationship between job satisfaction and organizational commitment has a positive and strong relationship in which when employees' satisfaction improves there could also be a greater organizational commitment.

Though, in the literature some researchers indicated that job satisfaction and organizational commitment are reciprocal ( Mathieu and Zajac,

1990) other researchers tried to put them as distinct. For example Mowday et al (1982) commented that organizational commitment related more on attachment to the employing organization, while job satisfaction emphasis the specific task environment where an employee performs his/her duties. Though, such mixed findings have been found in explaining the relationship between job satisfaction and organizational commitment, most of the variables in this study supported the relationship between the two variables. In other words, most of the organizational commitment correlates in this study were also found to be correlates of job satisfaction. In the focus group discussion, participants also argued that employees identify themselves as part of the organization remains in it when they fell satisfied in many aspects. Thus, based on the findings of this study it is possible to conclude that job satisfaction is strongly and significantly correlated with organizational commitment.

### **5.5. Organizational Commitment and Turnover Intentions**

As depicted in table 5 a significant negative correlation was observed between organizational commitment and turnover intentions ( $r=-0.601$ ,  $p<0.01$ ). Consistent with this finding Price and Muller (1981) and Meyer (1997) found a strong negative relationship between turnover intentions and organizational commitment. Other researchers also found an inverse relationship between turnover intentions and commitment (Cotton and Tuttle, 1986; Mathieu and Zajac, 1990). Allen and Meyer (1991) also argued that intention to leave the organization is negatively related to all levels of organizational commitment. The implication is that as organizational commitment increased turnover intention decreases. To put it another way it is possible to say that dissatisfied and less committed employees are more likely than committed employees to stay away from work or to resign from organization. Results of focus group

discussion held among employees regarding this issue emphasized that unless the organization finds ways to make employees satisfied and committed, the possibility of employees who want to leave becomes high and inevitable. Therefore, to reduce turnover intentions and to make employees committed employing organizations need to create conducive work environment.

## CHAPTER SIX

### 6. Summary, Conclusion and Recommendations

#### 6.1. Summary and Conclusion

The purpose of this study was to examine the relationship between employees perception of work environment and their organizational commitment. In doing so, the following research questions were posed.

1. Do demographic variables (such as sex, age, level of education, monthly salary, and work experience) predict organizational commitment?
2. Does employee perception of organizational justice significantly relate to organizational commitment?
3. Is there a significant relationship between employee perceived quality of leader member exchange and organizational commitment?
4. Is organizational commitment significantly correlated to job satisfaction?
5. Is there a significant relationship between organizational commitment and turnover intentions?

The above research questions were approached by selecting 140 employees (52 females and 88 males) randomly and by administering, a questionnaire, which consisted of 73 items and by forming two groups for focus group discussions. Data entry and analyses were performed using SPSS version 17. Result of focus group discussions and descriptive and inferential statistics (percentage, Pearson product moment correlation, multiple and stepwise multiple regressions analysis) reveal the following findings.

1. Work-experience and age of respondents were significantly correlated with organizational commitment while the other demographic variables did not show a significant correlation. Among demographic variables, only work-experience was joined as the most influential predictor of organizational commitment in step-wise multiple regression analysis.
2. A significant positive correlation was observed between perceived organizational justice and organizational commitment ( $r=.404$ ,  $p<.01$ ). This work environment variable also showed its own significant contribution in the prediction of organizational commitment in the stepwise and multiple regression analysis.
3. A significant positive correlation was found between perceived quality of leader member exchange and organizational commitment ( $r=.383$ ,  $P<.01$ ). This variable was also the second most significant predictor of organizational commitment when entered in stepwise multiple regression analysis.
4. A significant positive correlation was observed between organizational commitment and job satisfaction ( $r=0.721$ ,  $p<0.01$ )
5. A significant negative relationship was found between organizational commitment and turnover intentions ( $r=-0.601$ ,  $p<0.01$ )

## **6.2 Recommendations**

This study finding has implications for organizational administrators, managers, supervisors and other concerned bodies who want to improve employee commitment and increase their retention in the organization. Because perceived organizational justice and quality of leader member exchange as work environment variables were found to be significant correlates and predictors of organizational commitment, interventions

aimed at increasing employees' fairness perception of justice and quality of leader member exchange could be most effective in producing higher levels of organizational commitment. Accordingly, the following recommendations are given.

- An intervention has to be concentrated on bolstering employee interpersonal skills and fostering meaningful participation in organizational decision-making.
- Efforts to increase employee commitment should focus on creating an organizational work environment that values, recognizes, and respects employees by taking in to account competitive wages, promotions, and work appreciation events.
- Employing organizations have also to be aware of creating an opportunity for younger and inexperienced employees to get information and trainings from experienced and older employees for better adjustment to enhance commitment and satisfaction.
- Above all organization should be recommended to provide necessary facilities, conducive work environment and take actions for the welfare of the employees to enhance commitment and to improve organizational effectiveness.

Results of multiple regression analysis in this study indicated that only 32.2 percent of organizational commitment is explained by variables studied. As per argument of Lok, Westwood and Crawford (2005), organizational commitment continued to be a variable of significant theoretic and pragmatic interest and it is important that a more fine-grained understanding of its determinants and correlates be developed. Hence, it would be interesting to find out, through future research the determinants and correlates of organizational commitment.

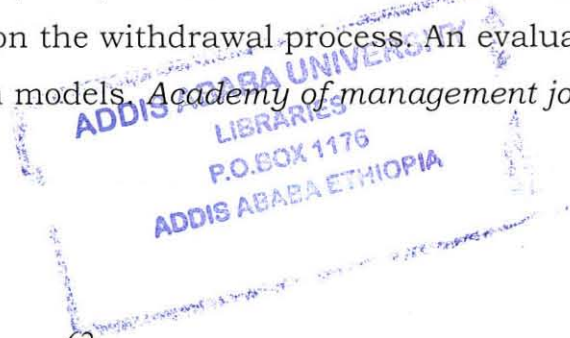
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**Appendix A**  
**ADDIS ABABA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**INSTITUTE OF PSYCHOLOGY**

Perception of Work Environment and Organizational Commitment  
Questionnaire

The purpose of this questionnaire is to identify the relationship between perception of work environment and organizational commitment among employees in Komboleha textile factory. This questionnaire has three parts part one is about demographic variables, and part two is scales that are used to measure perception of quality of leader member exchange, organizational justice (fairness), job satisfaction and organizational commitment and turn over intention.

Thus, participants are asked to read the items carefully and be frank to give a true information and picture of feelings about perception of work environment and organizational commitment.

**Part II. General Information**

Please complete the following demographic information giving your best estimate where exact answers are not known. Your answers will be kept strictly confidential and only used by the researcher.

**Please do not write your name**

1. Sex Male \_\_\_\_\_Female \_\_\_\_\_
2. What is the highest level of education you have completed-----?
3. Your age \_\_\_\_
4. Your occupation \_\_\_\_\_
5. Monthly salary \_\_\_\_\_

6. How long have you worked for this factory/organization

Years \_\_\_\_\_ Months \_\_\_\_\_

7. Your present job title \_\_\_\_\_

8. What do you do in your present job \_\_\_\_\_

**Part II. Read the following statements and circle one number per statement using the following scale.**

1- Strongly disagree

4- Agree

2- Disagree

5- Strongly agree

3- Undecided

No	Statements	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
1	My supervisor/organization has fairly rewarded me when I consider the responsibilities I have	1	2	3	4	5
2	The people who get promotion around here usually deserves them	1	2	3	4	5
3	I can get a head in this organization if I make the effort	1	2	3	4	5
4	Employees promotion decisions are handed fairly	1	2	3	4	5
5	The organization fairly rewarded me when I take in to account the amount of education and training I have	1	2	3	4	5
6	The organization gives advancement for good work	1	2	3	4	5
7	The effort I expend determine the benefits I deserve	1	2	3	4	5
8	The management gives clear cut orders and instructions	1	2	3	4	5
9	Job decisions are made by my	1	2	3	4	5

	supervisor in an unbiased manner					
10	All employees concerns are heard before job decisions are made	1	2	3	4	5
11	To my job decision, my supervisor and management collects accurate and complete information	1	2	3	4	5
12	I am fairly paid for the work I do	1	2	3	4	5
13	My supervisor clarifies decisions and provides additional information when requested by employees	1	2	3	4	5
14	All job decisions are applied consistently across all affected employees	1	2	3	4	5
15	Employees are allowed to challenge or appeal job decisions made by my supervisor and the organization	1	2	3	4	5
16	When decisions are made about my job, my supervisor treats me with respect and dignity	1	2	3	4	5
17	When decisions are made about my job, the organization shows concerns for my rights as an employee	1	2	3	4	5
18	The management offers adequate justification for decisions made					
19	When decisions made about my job, my supervisor offers explanations that make sense to me	1	2	3	4	5
20	My supervisor and the	1	2	3	4	5

	management explains very clearly any decision made about my job					
21	There is transparency in this organization	1	2	3	4	5
22	I usually know how satisfied my supervisor is with what I do	1	2	3	4	5
23	The supervisor takes an interest in employees and understands problems and needs	1	2	3	4	5
24	I have good opportunity to interact with workers here	1	2	3	4	5
25	There is a high degree of trust and confidence among leaders/supervisors and employees	1	2	3	4	5
26	My supervisor recognizes my potential	1	2	3	4	5
27	The supervisor hears complaints and grievances	1	2	3	4	5
28	The management puts employees suggestions in to operation	1	2	3	4	5
29	I feel free to tell my bosses what I think	1	2	3	4	5
30	Regardless of how much formal authority my supervisor has built in to his/her position, he/she would use his/her power to help me solve problems in my work	1	2	3	4	5
31	I have an effective working relationship with my supervisor	1	2	3	4	5
32	I receive recognition for a job well done	1	2	3	4	5

33	I feel good about working at this organization	1	2	3	4	5
34	I am happy with the amount of personal growth and development I get in doing my job	1	2	3	4	5
35	I feel happy with the people I talk to and work with my job	1	2	3	4	5
36	I am satisfied with the degree of respect and fair treatment I receive from my supervisor	1	2	3	4	5
37	I am happy with the amount of support and guidance I receive from my supervisor	1	2	3	4	5
38	I feel happy with the degree to which I am fairly paid for what I contribute to this organization	1	2	3	4	5
39	This organization is pretty good place to work	1	2	3	4	5
40	My job makes the best use of my abilities	1	2	3	4	5
41	The people I work with get along well together	1	2	3	4	5
42	I am interested in my job	1	2	3	4	5
43	I am satisfied with the overall quality of supervision I receive in my work	1	2	3	4	5
44	My work is challenging but not burdensome	1	2	3	4	5
45	I have a good opportunity to be creative in my job	1	2	3	4	5
46	I feel that my job is no more interesting than others I could get	1	2	3	4	5
47	I feel secure in my job	1	2	3	4	5
48	All talents and skills are used at work	1	2	3	4	5
49	I am often bored with my job	1	2	3	4	5

50	When all things are considered about my job, I am satisfied in this organization	1	2	3	4	5
51	I do really feel part of this organization	1	2	3	4	5
52	I am esteemed by this organization	1	2	3	4	5
53	I feel proud of working for this organization	1	2	3	4	5
54	I want to go to work each day	1	2	3	4	5
55	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	1	2	3	4	5
56	I talk up this organization to my friends as a great organization to work for	1	2	3	4	5
57	I would accept almost any type of job assignment in order to keep working for this organization	1	2	3	4	5
58	This organization really inspires the very best in me in the way of job performance	1	2	3	4	5
59	I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined	1	2	3	4	5
60	I really care about the fate of this organization	1	2	3	4	5
61	For me this is the best of all possible organization for which to work	1	2	3	4	5
62	I often think about quitting	1	2	3	4	5
63	It is very likely that I will actively look for a new job	1	2	3	4	5
64	I want to leave this	1	2	3	4	5

	organization					
65	I want to quite my job if other alternatives are available	1	2	3	4	5

**Thank you very much!**

I really appreciate your time and effort in filling out the questionnaire. If you would like to make any comments or suggestions work environment of the factory please indicate then below.....

## Appendix B

In part II of the questionnaire

Items 1 to 21 measures	organizational justice
Items 22 to 31 measures	quality of Leader member exchange.
Items 32 to 50 measures	job satisfaction
Items 51 to 61 measures	organizational Commitment
Items 62 to 65 measures	turnover intention

Appendix A

አዲስ አበባ የኒቨርስቲ

ድህረ ምረቃ ት/ቤት

ሳይኮሎጂ ት/ት ክፍል

አላማ

ይህ መጠይቅ የተዘጋጀው ሰራተኞች ለስራ ሁኔታ አመችነት ያላቸውን እይታ እና ለስራቸው ያላቸውን ቁርጠኝነት ለዋወቅ ነው። በዚህም መሰረት የስራ አመችነት እና ቁርጠኝነትን ሊለኩ ይችላሉ ተብሎ የታመነባቸውን ጥያቄዎች በመምረጥ እንደሚከተለው ቀርቦዎል።

መጠይቅ 8 ግላዊ መረጃዎችን 65 የስራ ሁኔታዎችን የሚገልፅ ዐረፍተ ነገሮች ይዟል። ስለዚህ እርስዎ ለእያንዳንዱ ጥያቄ ትክክለኛ መልስዎን በመስጠት ለጥናቱ ውጤታማነት እስተዋዎ እንዲያደርጉ በትህትና እየጠየቅን ለሚያደርጉት ትብብር በቅዲሚያ እናመሰግናለን።

ማሳሰቢያ ስም መጻፍ አያስፈለግም

ግላዊ መረጃዎች

1.     የታ -----
2.     የትምህርት ደረጃ-----
3.     እድሜ -----
4.     ስራ-----
5.     ወራሃዊ ደግሞዝ -----
6.     በዚህ ድርጅት/ፋብሪካ/ ውስጥ ምን ያህል ጊዜ ሰሩ-----
7.     የስራ ሃላፊነት -----
8.     በአሁኑ ሰአት የሚሰሩበት የስራ ክፍል/ድርጅ-----

ከዚህ በታች የተገለፁትን አ.ነገሮች በጥንቃቄ በማንበብ ሃሳቦዎን ሊገልፁ ይችላሉ ብለው ያሰቡትን ሃረግ የሚወክለው ቁጥር ያክብቡ።

እያንዳንዱን አረፍተ ነገር በማንበብ በጣም በሚስማሙበት 1፣ ለማይስማሙበት፣ 2 መወሰን ለማይችሉት3፣ የሚስማሙበትን 4፣ እና በጣም የሚስማሙበትን ደግሞ 5፣ ቁጥርን በማክበብ መልስ ይስጡ።

ቁ	አረፍተ ነገር	በጣም አልሰማም	አልሰማም	መወሰን አችልም	አስማማለሁ	በጣም አስማማለሁ
	የተሰጠኝ የስራ ሃላፊነት ፍትሃዊ እና ተገቢ ማበረታቻ አገኛለሁ	1	2	3	4	5
	በዚህ ድርጅት ውስጥ እድገት ለሚያገኙ ሰራተኞች የሚገባቸው ናቸው	1	2	3	4	5
	በዚህ ድርጅት ውስጥ ጠንክራ ክሰራሁ እድገት አገኛለሁ	1	2	3	4	5
	የሰራተኞች የስራ እድገት ፍታዊ በሆነ መንገድ ይከናወናል	1	2	3	4	5
	ይህ ድርጅት /ፋብሪካ/ የትምህርት ደረጃ ያገባበበ ማበረታቻ ይሰጣል	1	2	3	4	5
	ድርጅቱ/ፋብሪካው/ ለውጤታማ ስራ እድገት ይሰጣል	1	2	3	4	5
	እኔ የማደርገው ጥረት የማገኘውን ጥቅም ጥቅም ይወስናል	1	2	3	4	5
	አስተዳደሩ ለሰራተኛው በግልፅ መመሪያ ይሰጣል	1	2	3	4	5
	አለቃዬ/ተቆጣጣሪዬ/ ውሳኔዎችን ያለ ማዳላት ይወስናል	1	2	3	4	5
	ውሳኔዎ ከመወሰናቸው በፊት ሁሉም ሰራተኞች እንዲያውቃቸው /እንዲወያዩባቸው ይደረጋል/	1	2	3	4	5
	በኔ ስራ ላይ ለመወሰን አለቃዬ እና አስተዳደሩ ትክክለኛ እና ተገቢ መረጃዎችን ይሰበስባሉ / ያጣራሉ/	1	2	3	4	5
	ለምሰራው ስራ አግባብ ያለው ክፍያ ይከፈለኛል	1	2	3	4	5
	አለቃዬ/ተቆጣጣሪዬ/ ውሳኔዎችን በተገቢው መንገድ ያብራራል ከሰራተኞች ለሚጠየቁ ጥያቄ ተጨማሪ መረጃዎችን ይሰጣል	1	2	3	4	5
	መመሪያዎችን /ውሳኔዎችን/ ሁሉም ሰራተኞች ላይ ፍትሃዊ በሆኑ ሁኔታ ተግባራዊ ይደረጋሉ	1	2	3	4	5
	ሰራተኞች ከአለቆቻቸው /ድርጅቱ/ የሚተላለፍባቸውን ውሳኔዎች መከራከርና ማሳመን ይፈቀዳቸዋል	1	2	3	4	5

ስራዮን አስመልክቶ ለሚወሰኑ ውሳኔዎች አለቃዮ/ተቆጣጣሪያ/ ያግባቡኛል/ያወያዩኛል/ በአክብሮት	1	2	3	4	5
ለሚወሰኑ ውሳኔዎች ድርጅቱ ሰራተኞችን መብታቸውን ጠብቆ ያስፈፅማል	1	2	3	4	5
የድርጅቱ አስተዳደር በሚወሰኑ ውሳኔዎች ትክክለኛ ማረጋገጫ ያቀርባል	1	2	3	4	5
ስራዮን በተመለከተ ለሚወሰኑ ነገሮች አለቃዮ/ተቆጣጣሪያ/ አሳማኝ ምክንያቶች ያቀርባልኛል	1	2	3	4	5
አለቃዮ/ተቆጣጣሪያ/ እና አስተዳደሩ ውሳኔዎችን አስመልክቶ አሳማኝ ማብራሪያ ይሰጣሉ	1	2	3	4	5
በዚህ ድርጅት/ፋብሪካ ነገሮች/ስራዎች የሚከናወኑት በግልፅ ነው	1	2	3	4	5
አለቃዮ/ተቆጣጣሪያ በምሰራው ስራ እንደሚረከብ አውቃለሁ	1	2	3	4	5
አለቃዮ/ተቆጣጣሪያ/ የስራዮን ባህሪያት ይረዳል	1	2	3	4	5
ድርጅቱ ጥሩ የስራ ግንኙነት እንዳገኝ ረድቶኛል	1	2	3	4	5
በተቆጣጣሪው/መሪው እና ሰራተኞች መካከል ግልፅነትና መተማመን አለ	1	2	3	4	5
አለቃዮ/ተቆጣጣሪያ/ ያለኝን ችሎታ ያውቃል	1	2	3	4	5
አለቃዮ/ተቆጣጣሪያ/ የሰራተኞች ቅሬታና ችግር ይቀበላል	1	2	3	4	5
አስተዳደሩ/ድርጅቱ የሰራተኞችን አስተያየት ተቀብሎ ተግባራዊ ያደርጋል	1	2	3	4	5
የሚሰማኝን ነገር ለአለቃዮ/ተቆጣጣሪያ/ በነፃነት እናገራለሁ	1	2	3	4	5
አለቃዮ/ተቆጣጣሪያ/ አለቃ ብቻ ሳይሆን ደጋፊና ችግሮችን ለመፍታት የሚረዳኝ ነው	1	2	3	4	5
አለቃዮ/ተቆጣጣሪያ/ ጋር መልካም የስራ መስተጋብር አለኝ	1	2	3	4	5
ለምሰራው ውጤታማ ስራ እውቅናን አገኛለሁ	1	2	3	4	5

ከዚህ ድርጅት/ፋብሪካ በመስራቱ ጥሩ ስሜት ይሰማኛል	1	2	3	4	5
በስራዬ ዕድገትና ውጤታማነት ደስተኛ ነኝ	1	2	3	4	5
ከስራ አጋሮች ጋር ለመስራት ደስተኛ ነኝ	1	2	3	4	5
ከአለቃዬ በሚሰጠኝ ፍትሃዊ ማበረታቻ እና ክብር ደስተኛ ነኝ	1	2	3	4	5
ከአለቃዬ በሚሰጠኝ ድጋፍና ምክር ደስተኛ ነኝ	1	2	3	4	5
በዚህ ድርጅት ውስጥ ለምሳሌው ስራ ለሚከፈለኝ ክፍያ ደስተኛ ነኝ	1	2	3	4	5
ይህ ፋብሪካ ለስራ አመችና ተስማሚ ነው	1	2	3	4	5
ስራዬ ችሎታዬን እንደጠቀምበት አስችሎኛል	1	2	3	4	5
ከስራ አጋሮች ጋር ተግባብቶ እሰራለሁ	1	2	3	4	5
በስራዬ ደስተኛ ነኝ	1	2	3	4	5
በአጠቃላይ በድርጅቱ ውስጥ ባለው ቁጥጥር/ክትትል ደስተኛ ነኝ	1	2	3	4	5
ስራዬ ፈታኝ በሆንም አሰልጥ ግን አይደለም	1	2	3	4	5
በስራዬ ውስጥ ስራ ፈጣሪ የሚያደርጉ አጋጣሚዎች አሉ	1	2	3	4	5
ሥራዬ ከሌሎች ጋር ሲነፃፀር አስደሳች አይደለም	1	2	3	4	5
በስራዬ ደህንነት ይሰማኛል	1	2	3	4	5
ችሎታዬንና ክህሎቴን ሙሉ በሙሉ እየተጠቀምኩ ነው	1	2	3	4	5
ሥራዬ አሰልጥ ነው	1	2	3	4	5
በአጠቃላይ በዚህ ፋብሪካ ውስጥ በምሳሌው ስራ ደስተኛ ነኝ	1	2	3	4	5
የዚህ ፋብሪካ አካል አንደሆንኩ ይሰማኛል	1	2	3	4	5
በዚህ ድርጅት ክብር ይሰማኛል	1	2	3	4	5
የዚህ ፋብሪካ ስራተኛ በመሆኔ ክብር ይሰማኛል	1	2	3	4	5

ሁልጊዜ ስራ ቦታ እገኛለሁ	1	2	3	4	5
ለፋብሪካው ውጤታማነት ከአቅሜ/ከሚጠበቅብኝ በላይ እሰራለሁ	1	2	3	4	5
ስለ ፋብሪካው ጥሩ ነገሮችን ማውራት ደስ ይለኛል	1	2	3	4	5
በፋብሪካው ውስጥ ለመቆየት ስለምፈልግ ማንኛውንም ስራ ለመስራት ዝግጁ ነኝ	1	2	3	4	5
ይህ ፋብሪካ ያለኝን ችሎታ እንደጠቀም ያደርገኛል	1	2	3	4	5
ይህን ፋብሪካ ከሌሎቹ በተለየ መልኩ ስለመረጥኩት በጣም እድለኛ ነኝ	1	2	3	4	5
ለዚህ ፋብሪካ/ድርጅት/ እጣፋንታ እባለሁ	1	2	3	4	5
ከሌሎች ጋር ሲነፃፀር ይህ ፋብሪካ/ድርጅቱ/ ለእኔ ተመራጭ እና የተለየ ነው	1	2	3	4	5
ሥራዬን ስለመልቀቅ ሁልጊዜ አስባለሁ	1	2	3	4	5
ሌሎች ስራዎችን ለማግኘት እፈልጋለሁ	1	2	3	4	5
ይህን ድርጅት/ፋብሪካ ለመልቀቅ እፈልጋለሁ	1	2	3	4	5
ሌሎች አማራጮች ከተገኙ ሥራዬን እለቃለሁ	1	2	3	4	5

በመጠይቁ ያልተካተቱና ስለ ፋብሪካው የሥራ አመችነት አስተያየት ስለመስጠት ከፈለጉ በሚቀጥለው መስመር ያስቀምጡ፡፡-----  
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## **Appendix C**

**ADDIS ABABA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
INSTITUTE OF PSYCHOLOGY**

### **Focus Group Discussion Questions**

The following questions are prepared for focus group discussion.

1. What kind of relationship is between employee and management?
2. Could you explain methods of employee promotion adopted by the organization?
3. What effort the organizations make in order to attract working condition?
4. What are the roles employees' plays in decision-making?
5. What are the factors that affect employee commitment?
6. Is this organization conducive for work? Explain

Appendix C

አዲስ አበባ ዩኒቨርሲቲ

ድህረ ምረቃ ት/ቤት

የስነ ጠባይ ተቋም

ከዚህ በታች የተሰጡትን የመወያያ ጥያቄዎች ለቡድን ውይይት / focus group discussion / ከአስተዳደር እና ከሰራተኛው መረጃ ለመሰብሰብ የተዘጋጁ ናቸው።

1. በሰራተኛው እና በአስተዳደሩ መካከል ያለው ግንኙነት ምን ይመስላል?
2. የሰራተኞች የስራ እድገት እና ዝውውር እንዴት እንደሆነ አብራሩ?
3. ድርጅቱ/ፋብሪካው/ ጥሩ የስራ ሁኔታን ለማመቻቸት የሚደረገው ጥረት ምን ያህል ነው?
4. የሰራተኛውን የውሳኔ ሰጭነት ማረጋገጥ አብራሩ።
5. የሰራተኛው የሰራ ቁርጠኝነት እና ታማኝነት የሚያሰናክሉ ነገሮችን ዘርዝሩ?
6. ይህ ፋብሪካ ለስራ ምን ያህል አመቺ ነው? አብራሩ።



## Inter correlation matrix for all study variables

		1	2	3	4	5	6	7	8	9	10
1	Sex	1									
2	Age	-0.126	1								
3	Level of education	-0.172*	0.130	1							
4	Monthly salary	-0.168*	0.228**	0.607*	1						
5	Work experience	0.061	0.672**	-0.133	0.353**	1					
6	Perceived organizational justice	0.063	0.354**	-0.048	0.158	0.480**	1				
7	Perceived quality of leader-member exchange	0.074	0.269**	-0.066	0.076	0.175*	0.296**	1			
8	Job satisfaction	0.029	0.317**	-0.007	0.163	0.392**	0.488**	0.341**	1		
9	Organizational commitment	0.076	0.341**	-0.096	0.131	0.444**	0.404**	0.383**	0.721**	1	
10	Turn over intention	-0.062	-0.341**	-0.135	-0.039	-.314**	-.293**	-.506**	-.385**	-.601**	1

\*\* $p < 0.05$  \* $p < 0.01$

I, the undersigned, declare that thesis is my original work, and has not been presented for a degree in any other university, and that all sources of materials used for this thesis has been dully acknowledged.

Name: Guafnet Terfan

Signature: 

Date of submission: 12/07/2010

This thesis has been submitted for examination with my approval as a university advisor.

Name:-----

Signature:-----

Date:-----