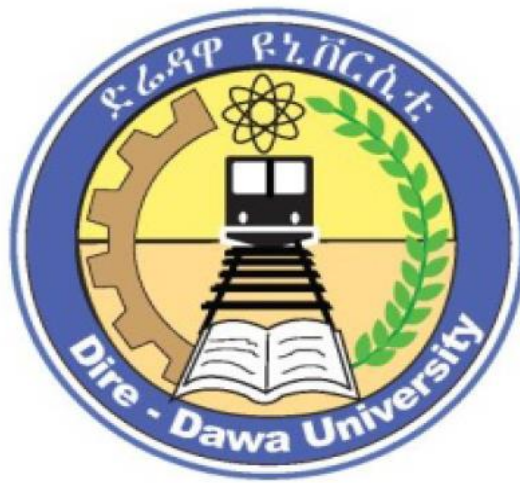


**The Effect of Job Satisfaction on Employees Commitment in
Public Service Organization of Dire Dawa Administration: The
Case of Selected Public Service Institution**



Seife Sitotaw

Masters of Business Administration (MBA) Thesis

Dire Dawa University, Dire Dawa, Ethiopia

FEB, 2023

**The Effect of Job Satisfaction on Employees Commitment in
Public Service Organization of Dire Dawa Administration: The
Case of Selected Public Service Institution**

By: SeifeSitotaw

Advisor: AschalewMulugeta(Assistant professor)

A Thesis Submitted to the Department of Management, College of
Business and Economics, School of Graduate Studies,
Dire Dawa University, Dire Dawa, Ethiopia

In Partial Fulfillment of the Requirements for the Degree of
Master of Business Administration

DECLARATION

I hereby declare that this MBA thesis is my original work and has not been presented for a degree in any other university, and all sources of material used for this thesis have been duly acknowledged.

Name of Student: **SeifeSitotaw**

Signature: _____

Date: FEB, 2023

Place: Dire Dawa, Ethiopia

This Master of Business Administration thesis have been submitted for examination with my approval as Thesis advisor.

AschalewMulugeta(Assistant professor)

Major Advisor

Signature

Date (dd/mm/yy)

Place of Submission: Management Department Office

Date of Submission: _____

CERTEFICATION

This is to certify that the thesis prepared by **SeifeSitotaw**, entitled: “The effect of job satisfaction on employees commitment in public service organization of Dire Dawa Administration: The case of same selected public service organizations.” and submitted in partial fulfillment of the requirements for the Degree of Master of Business Administration.

_____ Chairperson	_____ Signature	_____ Date (dd/mm/yy)
_____ Secretary	_____ Signature	_____ Date (dd/mm/yy)
_____ Examiner	_____ Signature	_____ Date (dd/mm/yy)
_____ Examiner	_____ Signature	_____ Date (dd/mm/yy)

ACKNOWLEDGEMENTS

First and foremost, I would like to thank God almighty, for providing me this opportunity and granting me the capability to proceed successfully and nothing would be possible without Him.

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

I would like also to thank the respondents who provided response and cooperation. I am also grateful indebted to all my brothers Colleagues, Ato Bedil Derese, Ato Gezaw Haile , and my sister Abeba Sitotaw for their Technical, psychological and moral help throughout my study. Finally, my deepest gratitude goes to my wife Mahelet Weletaw and my Family for their unflagging love and unconditional support throughout my life and my studies. You made me to live the most unique, magic and carefree childhood that have made me who I am now!

LIST OF ACRONYMS AND ABBREVIATIONS

AC	Affective Commitment
CC	Continuance Commitment
DDU	Dire Dawa University
HRM	Human Resources Management
JS	Job Satisfaction
MSQ	Minnesota Satisfaction Questionnaire
NC	Normative Commitment
OC	Organizational Commitment
OCS	Organizational Commitment Scale
SPSS	Statistical Package for Social Science

ABSTRACT

Job satisfaction has considered as the main determinants of employees' commitment. Highly satisfied workers will be more committed to the organization. Therefore, the general objective of the study was to examine the effect of job satisfaction on the employees' commitment in the case of selected public institution of Dire Dawa Administration.

To achieve its objectives, the researcher employed a descriptive and explanatory research designs and quantitative research approach via a cross-sectional survey inquiry. 274 employees were selected out of 874 employees of sample institution.

Both the primary and secondary data gathering tools were used; both Descriptive and binary logistic regression were used as data analysis tools. Based on mean rank coworker, promotion, pay, policy and procedure and work related factors are respectively ranked as most important factor affecting employees commitment. The employees have commitment to the organization mainly due to the continuance aspect of the commitment like to avoid consequence of quitting the job coupled by the lack of other better alternatives.

The T-statistics and the P-value ($P < 0.05$) revealed that the mean score of job satisfaction antecedents show that almost in all aspect women are more satisfied than their male counterpart in the study areas. The mean score across all demographic factors indicate the employees in the study areas have moderate level of commitment. The result of one way ANOVA also confirm the mean difference of commitment is statistically significant across age, education level and salary level.

The binary regression result also confirms age, salary supervisor, and fringe benefit, sense of pride, space and facility as major determinants of employee's commitment. Overall the result also imply the need to enhance employees commitment of the public organization in the study areas through improving the current status of pay, promotion career development, reward and incentive system ,fringe benefit supervision, involvement, engagement with co-worker, work environment(temperature , respect and recognition).

Key Words:DireDawa Public institutions; Job Satisfaction; Organizational Commitment

TABLE OF CONTENT

DECLARATION.....	iii
CERTIFICATIN.....	iv
ACKNOWLEDGEMENT.....	v
TABLE OF CENTENT.....	vi
LIST OF FIGURES.....	vii
LIST OF TABLE.....	viii
LIST OF ACRONYMS AND ABBREVIATIONS.....	ix
ABSTRACT.....	iix
Chapter one: introduction.....	1
1.1 background of the study.....	1
1.2 statement of the problem.....	4
1.3 research question.....	6
1.4 objective of the study.....	7
1.4.1 General objective.....	7
1.4.2 Specific objective of the.....	7
1.5 Research hypotheses	7
1.6 Significance of the study	7
1.7 scope of the study.....	8
1.8 limitation of the study	9
1.9 organization of the study	9
Chapter two: Review of related literature.....	9
2.1. Theoretical literature.....	10
2.1.1. Job satisfaction.....	10
2.1.1.1. Definitions and Concepts of Job Satisfaction.....	10
2.1.1.2. Theories Related to Job Satisfaction.....	11
2.1.2. Organizational Commitment.....	17
2.2. Empirical Literature.....	19
2.3. Conclusion and Major Gaps.....	21
Chapter Three: Research Methodology.....	23
3.1. Research Design.....	23
3.2. Sources of Data.....	24
3.3. Sampling Design: Sampling Technique and Procedure.....	24
3.4. Data Collection Methods.....	26
3.5. Reliability and Validity of the Instrument.....	26
Chapter Four: Data analysis and presentation	31

4.1 Presentation and Analysis of Primary Data.....	31
4.2 Descriptive statistics.....	32
4.2.1 Response Rate.....	32
4.2.2 Characteristics of Questionnaire Respondents.....	33
4.2.3 The Description of the Current Status of Employees Job Satisfaction in the Study Area.....	34
4.2.3.1 Pay and its Effect on Job Satisfaction.....	34
4.2.3.2 Promotion and its Effect on Job Satisfaction.....	36
4.2.3.3 Supervision, Involvement and its Effect on Job Satisfaction.....	37
4.2.3.4 Fringe Benefit and its Effect on Job Satisfaction.....	39
4.2.3.5 Contingent Reward and its Effect on Job Satisfaction.....	40
4.2.3.6 Operating Procedure and its Effect on Job Satisfaction.....	41
4.2.3.7 Co-worker and its Effect on Job Satisfaction.....	42
4.2.3.8 Working Environment and Its Effect on Employees' Satisfaction.....	44
4.2.3.9 Communication and Its Effect on Employees' Satisfaction	45
4.2.4 The Mean Rank of Job Satisfaction Antecedents and Organizational Commitment.....	48
4.3 Inferential Statistics (Job satisfaction Dimension)	49
4.3.1 The Independent Sample T-Test.....	49
4.3.2 One Way ANOVA Analysis	53
4.3.3 The Relationship between Job Satisfaction Antecedents and Organizational Commitment.....	55
4.4 The Influence of Job Satisfaction on Employee's Overall commitment in the Study Area.	59
Chapter 5: Summary, Conclusion and Recommendation.....	62
5.1 Summary of Major Finding	62
5.2 Conclusion.....	65
5.3 Recommendation.....	66

LIST OF FIGURES

Figure 2.1 Conceptual framework of the study

Figure 4.1 Level of Organizational Commitment

LIST OF TABLES

Table 1 Summary of population, sample size and sampling techniques:

Table 2 Summary of data collection

Table 3: Operationalization and measurement of key variables

Table-4 Personal Characteristics of Respondent's

CHAPTER ONE: INTRODUCTION

1.1. Background of the study

Energized employees who believe in the organization's mission and understand how to achieve it are significant for the extended success of any organization despite of its size. Thus, employees who are busy in their work and committed to their organizations give companies vital competitive advantages including superior productivity and lower employee turnover (Vance,2006). On the other hand, just a few organizations believe that the human resources as being their main asset, capable of leading them to success or if not managed properly can lead to failure (Dobre, 2013).

Withholding of capable employees is critical for the success of an organization. The job related attitudes people hold towards the different feature of their work environment decide their action to stay or leave the organization. Attitudes symbolize the cluster of beliefs, assessed feelings, and behavioral intents toward a person, object or event (McsahneandGlinow, 2010). Organizational commitment is among the major job associated attitudes that influence individuals work behavior (Mcsahne and Glinow, 2010; Robins and Judge, 2013; Halawi 2014;Yamazakia and petchdee, 2015). Scholars have found a negative relationship between organizational commitment and turnover intentions (Halawi ,2014; Yamazakia and petchdee,2015).

Different scholars have defined organizational commitment in diverse ways. According to Porter, Steers, Mowday and Boulian (1974) commitment refers to attachmentand loyalty and it is the relative strength of the individual's detection with, and participation in, a particular organization. And it consists of three factors: (1) a strong desire to remain a member of the organization, (2) a strong trust in, and acceptance of, the values and goals of the organization and (3) a willingness to apply considerable effort on behalf of the organization. An alternative definition forwarded by Salancik (1977) defined commitment as a state of being in which an individual becomes bound by his(sic) actions to beliefs that maintain his activities and his own contribution. And to Allen and Meyer (1990) Organizational commitment is psychological state that binds an employee to an organization; thereby plummet the incidence of turnover. However, there are different models of organizational commitment developed by different scholars (Allen& Meyer, 1990; O'Reilly & Chatman, 1986; Takao, 1998; Wang, 2004) that intended to answer what constitute organizational commitment construct. For example, according to Allen andMeyer (1990) organizational Commitment construct includes elements of desire, need andobligation which are represented in the three components of

affective, continuance and normative organizational commitment, in which affective organizational commitment refers to: desire to remain in the organization. Normative organizational commitment reflects obligation to remain. Continuance organizational commitment reflects perceived cost of leaving.

Most studies on organizational commitment were based on the two major theoretical frameworks: Homan's exchange theory and Becker's theory (Baba and Jamal, 2013). According to Homan's exchange theory organizational commitment is seen as the outcome of the exchange relationship between the individual and the organization. The theory suggests as the exchange becomes more favorable from the individual's point of view, his or her commitment to the organization increases. The other theory (Becker, 1960) is an improvement on Homan's idea as it introduces the element of time and the notion of side bets to the exchange paradigm. According to this theory organizational commitment appears to be a structural phenomenon that occurs as a result of individual organizational dealings and modifications in side bets over time.

Job satisfaction is one of the considerably related antecedents of organizational commitment (Chughtai & Zafar, 2006). Scholar findings show that there is a significant positive relationship between employees' job satisfaction and employees' organizational commitment (Abebe & Markos, 2016; Getahun, Tefera and Burichew, 2016; Hailemariam and Prasada, 2013; Azeem and Akhtar, 2014). Scholars finding also shows that employees' job satisfaction has influence on employees' organizational commitment (Nguyen, Mai and Nguyen, 2014; Eliyana, Mardiana and Prabowo, 2012).

Job satisfaction is best outlook as a set of attitudes about diverse aspects of the job and work context. It refers to an appraisal of the perceived job characteristics, work environment and emotional experiences at work (Mcsahne and Glinow, 2010). In agreement with the above definition Robins and Judge (2013) described job satisfaction as a positive feeling about his or her job, while a person with a low level holds negative feelings. However, since 1950's a different model have been developed by different scholars to explain what job satisfaction is and its determinant factors.

Herzberg's dual factor theory of job satisfaction is one of the earlier theories that caught the attention of both industrial managers and Psychologists (House and Wigdor, 1967). According to Herzberg's dual factor theory job satisfaction consists of two separate independent dimensions that are not opposite ends of the same band namely, job satisfaction and job dissatisfaction. Those job characteristics that are important for, and lead to, job satisfaction but not to job dissatisfaction are classified as "satisfiers," while those that are important for,

and lead to, job dissatisfaction but not to job satisfaction are classified as "dissatisfiers." the satisfiers are associated to the nature of the work itself and the rewards that flow directly from the performance of that work. Such as accomplishment, acknowledgment, work itself, responsibility, and advancement and the disatisfiers are related with the individual's relationship to the context or environment in which he does his work such as, company procedure and management, incompetent technical supervision (House and Wigdor, 1967). The other most popular job satisfaction theory is the affect theory of Edwin A. Locke's Range of Affect Theory. The main argument of this theory is that satisfaction is determined by a difference between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates, how satisfied / dissatisfied one becomes when prospects are or aren't met (Singh and Sinha, 2013).

In general, what we can conclude from the above literatures is that both job satisfaction and organizational commitment are vital for better achievement of organizational objectives. In addition, these literatures disclosed that those who are satisfied with the different dimensions of the job and are committed to their organization show more involved and positive work behaviors. But the researcher as an employee of the Administration's Public Service organization recognizes that there are specific signs of job dissatisfaction and low organizational commitment among employees (high unscheduled absenteeism, showing up late for work, being uncooperative for staff and taking longer lunch and coffee breaks) in Dire Dawa Administration public service organization.

Therefore this study was to assess the effect of job satisfaction on employees' organizational commitment of Selected Public Service Organizations in Dire Dawa Administration.

1.2. Statement of the problem

Organizations are the people in them; the people make the place. Thus, high performance is attained by well-motivated people who are ready to work out discretionary effort even in fairly basic roles (Armstrong, 2008). Research findings show that employee commitment is important because strong organizational commitment lead to a number of favorable organizational outcomes such as employee job performance (Chughtai and Zafar, 2006), less voluntary turnover (Yamazaki and Petchdee, 2015) and lower unexcused absenteeism (Larson and Fukami, 1984).

Previous research findings shows that job satisfaction has major positive relationship with organizational commitment (Chughtai and Zafar, 2006; Hailemariam and Prasada,

2013;Azeem and Akhtar, 2014; Abebe and Markos, 2016; Nguyen, mai and Nguyen, 2014; Eliyana Mardiana and Prabowo, 2012). And when an employee is dissatisfied with the organization as a whole, the person's organizational commitment becomes low ((Noe, Hollenbeck, Gerhart and Wright, 2011). Employees with low organizational commitment have a strong intent to leave (Noe, et al, 2011; Rohani, Mishaliny and Haryanni, 2012). Too much employee turnover often engenders extensive consequences and, at the tremendous, may put at risk efforts to achieve organizational objectives (Abbasi and Hollman, 2000).

The earlier literature on job satisfaction has mainly focused on developed economies; hence studying the issue from developing country perspective is recent phenomena (Ngoc Anh & et al, 2018).

Further satisfaction is greatly dependent on cultural and socioeconomic context of a given country or region. This implies the researches that have been conducted in other organization or other countries may not necessarily represent the case at hand.

In Ethiopian context though some studies have been conducted with regard to job satisfaction (e.g. Yitbarek, 2007; Gedefaw, 2007; Yonas, 2011), most of these studies were specifically focused on job satisfaction; and they did not look the effects behind it. However, few studies [e.g. stress, job satisfaction, and commitment' (Girma, 1995), work environment perceptions and affective commitment (Tesfaye, 2004, 2011), job satisfaction and performance (Gashaw, 2009)] attempted to examine some correlates of job satisfaction. But still most of the above studies were outside the context of public service organization, and may not represent how public service employees perceive their working environment.

In general some of the reviewed study has limitation methodologically in employing mainly descriptive design, failing to employ mixed approach. This study is therefore designed to fill the gap by empirically examining the feeling that public service employees have towards the different dimensions of their job; and how it links with their commitment for the success of the organizations.

Based on researcher's readings, there is no full data and information on job satisfaction and organizational commitment at public service and human resource development bureau. This is mainly due to the fact that the study is time consuming and as well as requires periodic updating of the data to make the study meaningful. Without such detailed for analysis and evaluation, it is difficult for the public service organization administration to identify the specific problems faced the job satisfaction and organization commitment the employees and

measure to address the problems specific to their organization. It is hoped that, this study will provide the required data to fill the gap.

Based on oral deliberations and observations; public service organization employees complaints include no reasonable pay, working without adequate resources, poorly equipped offices. Most of public service organization employees also listened discussing to leave the organization, and bring hateful gossip about a superior and organizations administrator in the middle of their conversation. They also observed lack interest to attend any meetings, being uncooperative for staff, being absent from the office, leave the office early, and taking long tea breaks. In this correlation, Rosse and Saturday (2004) indicated that employees who are not satisfied at work show different behaviors of work withdrawal: includes more short-term means of escaping from harmful work conditions, such as arriving late or leaving work early, being absent, or minimizing time spent on job. Similarly, Mullins (2005) indicated that employees show diverse defensive behaviors when they are aggravated by blockage of needs and personal goals at work. He further elaborated that the possible reactions to frustration caused by the failure to achieve or satisfy desired goals include: a physical or verbal attack on some person or object; for example, striking a supervisor, rage or abusive language, destruction of equipment or documents. It also includes different withdrawal behaviors like arriving at work late and leaving early, sickness and absenteeism, refusal to accept responsibility, avoiding decision-making, passing work over to colleagues, or leaving the job altogether. With these as signs of public service organization employees' unfavorable attitudes towards their working environment, their sense of commitment and satisfaction with their job become questionable.

However, instead of relying on personal understanding, feeling and gossip, there will be a pressing need for the researcher to investigate further into these variables by means of a well-designed survey. Based on the above justification the study assessed the current status of employees' job satisfaction and its effects on organizational commitment in case of Dire Dawa Administration Selected Public Service organization.

1.3. Research question

1. What is the current status of employee's job satisfaction in Public Service of Dire Dawa Administration?
2. What is the prevailing employees' commitment in Public Service of Dire Dawa Administration

3. How does job satisfaction influence employees commitment in Public Service of Dire Dawa Administration?

1.4. Research objectives

1.4.1. General objective

The general objective of the study was to examine the effects of job satisfaction on organizational commitment of employees in Dire Dawa public service organization.

1.4.2. Specific objectives

1. To assess the current status of employees' job satisfaction in the study areas.
2. To assess the prevailing employees' commitment in Public Service of Dire Dawa Administration
3. To explain the influence of job satisfaction on employees commitment in Public Service of Dire Dawa Administration?

1.5. Research hypothesis

H1: There is a significant relationship between job satisfaction and organizational commitment of employees in the study area context.

H2.The range of work characteristics has significant effect on job satisfaction

H3.The range of work characteristics has significant influence on organizational commitment

1.6. Significance of the study

Organizational achievement requires satisfied and loyal employees (Noe, et al, 2011). Thus, to manage people successfully, it is necessary to give due attention to factors that affect how they behave at work. Therefore, the conduct of this study is expected to result the following benefits. First, the study will give insight to the management of the organizations regarding perceived employees' job satisfaction and their organizational commitment type and level.

Second, the study will help the management of the organizations in identifying specific problems or areas that need improvement in order to enhance employees' job satisfaction and their commitment to the organization.

Third, the research will be a significant endeavor in showing the causal relationship between the two variables i.e., job satisfaction and organizational commitment in Ethiopian public organization context by taking the specific case of Dire Dawa Administration.

Finally, the study enhances the academic understanding of the dynamics of employees' job satisfaction and commitment in Dire Dawa Administration and helps to instigate further research on the area.

1.7. Scope of the study

The study is geographically delimited to only the selected five state owned public service organizations and did not attempt to include private sectors and other public organization within the administration.

Conceptually, this research tried to study the effects of job satisfaction on employees' commitment, there are different dimensions to measure job satisfaction such as Weiss, Dawis, England and Lofquist (1967), Smith, Kendall, and Hulin (1969) and Quinn and Staines (1979). However, in this study to measure job satisfaction Spector's (1985) nine job satisfaction factors (pay, promotion, supervision, fringe benefits, contingent reward, operating procedures, coworkers, nature of work and communication) will be used as the tool is designed initially for human service, public and non for profit sector organizations. And even if the nature of a worker's environment off the job indirectly influences his or her feelings on the job this study only focused on dimensions within an organization context that affect employees job satisfaction.

In this study although there are other models that have over three-component scales to measure organizational commitment (e.g., Takao, 1998; Wang, 2004) the three-component model of organizational commitment (affective, normative and continuance commitment) developed by Allen and Meyer (1990) that characterizes commitment by different mindsets—desire, obligation, and cost (Allen and Meyer, 1990), were used as their model is the predominant conceptualization of organizational commitment among current researchers. Therefore, to measure employees' organizational commitment Meyer, Allen, and Smith, (1993) revised version of three component organizational commitment will be used for to describe the effect of job satisfaction on employees commitment. While Affective commitment will be employed to analyze the effect of job satisfaction on employees commitment. This in line with recent recommendation by Meyer and Herscovitch (2001) which suggest that, “affective commitment (a) correlates significantly with a wider range of ‘outcome’ measures and (b) correlates more strongly with any given outcome measure” than does continuance commitment or normative commitment. Hence affective commitment has a

crucial role to enhance the understanding of it'sthe effect of job satisfaction on employees commitment.

Attitudes are generally acquired over a long period of time. Thus, employees' attitude towards their job or the organization forms as they get more information and insight about the organization. Therefore, in order to measure the two major workplace attitudes, job satisfaction and organizational commitment of only permanent employees who served in those organizations and the sample size for this study will be delimited to 274 employee's correspondents. Furthermore the study's objective will be quenched via cross-sectional method of inquiry in which the data will be collected from August 10-20/2021.

1.8 Limitation of the study

The current study attempted to consider different things in order to maximize the worth of research findings. But, it is not to mean that this study is free from limitations; and the researcher acknowledges them as follows:

The study was geographically delimited to the selected five public service organization in Dire Dawa Administration. So, the research's findings mayn't be generalized for other public and private organizations.

1.9 Organization of the study

The study will be organized into five chapters. **Chapter one** is introduce background of the study which gives background information on the research topic and the study, statement of the problem to be addressed in the study, research question and hypothesis the study aims to answer, the general and specific objectives of the study, significance of the study, scope of the study, limitations of the study and definition of key terms. **Chapter two** will discusses the review of related literature and relevant empirical studies associated with the topic. **Chapter three:** discussed the design and methodology of the study that is, description of the study area, research approach and design, population and sample size, data sources and types ,data collection procedures , ethical consideration and data analysis. **Chapter four** will discusses the data presentation, analysis and interpretation, and major findings of the study. The final chapter presents summary of findings, conclusion and recommendations based on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

The aim of this chapter was to provide theoretical background and to present empirical results that are relevant to organizational commitment, job satisfaction, and the relationship between job satisfaction and organizational commitment. It also includes the conclusions and major gaps of reviewed literatures will be provided at the end of the chapter

2.1 Job Satisfaction

2.1.1. Definition of Job Satisfaction

The job satisfaction thought has been charming the attention of many and managements because of it's manipulate on individuals' behavior. Quinn and Staines (1979) defined satisfaction as affective reaction to the job and job satisfaction as the degree to which employees have a positive affective direction towards employment by the organization. Spector (1985) taking the assumption that the overall attitude about a job is a mixture of specific aspect attitudes defined job satisfaction as a cluster of evaluative feelings about the job. And in conformity with Spector(1985) definition MCshane and Glinow (2010) related job satisfaction to individual's attitudes about different aspects of the job and work context and defined job satisfaction as a person's assessment or an appraisal of the perceived job characteristics, work environment, and emotional experiences at work. And Robins and Judge (2013) explained job satisfaction as a positive feeling about a job, resulting from an evaluation of its characteristics. Thus, from the above definitions of job satisfaction it can be incidental that job satisfaction is about individuals' attitude. The attitudinal nature of satisfaction involves that an individual would have a propensity to approach (or stay with) a satisfying job and avoid (or quit) a dissatisfying job.

In order to clarify the meaning of job satisfaction distinguishing it from employee morale is useful. Job satisfaction Locke (1976) illustrate it differs from employee morale in two compliments. Firstly, job satisfaction refers to a single individual and his/her job situation, whereas employee morale focuses more on how an employee relates to a sense of common (or group) purpose within an organization. Secondly, job satisfaction more appropriately addresses past and present situations, while morale addresses feelings about the future.

2.1.2. Theories explaining job satisfaction

Herzberg's dual factor theory also called motivation-hygiene theory of job satisfaction and motivation is one of the previous theories that caught the concentration of both industrial managersandPsychologists (House and Wigdor, 1967). According to Herzberg's dual factor

theory job satisfaction consists of two separate autonomous dimensions that are not conflicting ends of the same range namely, job satisfaction and job dissatisfaction. thus, according to Herzberg The opposite of “satisfaction” is “no satisfaction,” and the opposite of “dissatisfaction” is “no dissatisfaction.” therefore, eliminating dissatisfying characteristics from a job does not automatically make the job satisfying (Robins and Judge,2013).Those job characteristics that are important for, and lead to, job satisfaction but not to job dissatisfaction are classified as "satisfiers," while those that are significant for, and lead to, job dissatisfaction but not to job satisfaction are classified as "dissatisfiers". The satisfiers are related to the nature of the work itself i.e. inherent factors and the rewards that flow directly from the performance of that work. Such as achievement, recognition, work itself, responsibility, and advancement and the disatisfiers are associated with the individual's relationship to the circumstance or environment in which he does his work i.e., extrinsic factors such as, company policy and administration, incompetent technical supervision (House and Wigdor, 1967) and pay, job security, quality of supervision and physical working situation(Robins and Judge,2013).

The other most popular job satisfaction theory is the affect theory of Edwin A. Locke's range of affect theory. The main basis of this theory is that satisfaction is determined by a difference between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given surface of work (e.g. the degree of autonomy in a position) reasonable, how satisfied / dissatisfied one becomes when prospects are or aren't met. When an employee values a exacting facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) negatively (when expectations are not met), contrasted to one who does not value that facet (Singh and Sinha, 2013).

2.1.3. Importance of Job Satisfaction

Job satisfaction it is related to different workplace behaviors. Such as organizational commitment (Abebe and Markos,2016; Getahun, Tefera and Burichew,2016; Hailemariam and Prasada,2013), employees who experience job dissatisfaction or work-related stress are more likely to be absent or late for work (McShane and Glinow,2010), organizations with more satisfied employees have a propensity to be more effective than organizations with less satisfied employees, job satisfaction is a major determinant of an employee's organizational citizenship behavior (Robins and Judge, 2013).

2.1.4. Measurement of Job Satisfaction

Most researchers identify that job satisfaction is a global concept that is encompassed by, or pointed out by, various magnitude, or facets (Judge and Klinger, 2008). Weiss, et al. (1967) developed the Minnesota satisfaction questionnaire that measures satisfaction with several specific aspects of work and work environments. The Minnesota satisfaction questionnaire makes it viable to obtain a more individualized picture of worker satisfaction than was possible using gross or more general measures of satisfaction with the job as a whole and it measures job satisfaction from ability utilization, attainment, activity, progression, authority, company policies and practices, compensation and co-workers. Developed the most typical classification (Smith, Kendall and Hulin, 1969) considers five facets of job satisfaction: pay, promotion, coworkers, supervision, and the work itself. Locke (1976) adds a few other facets: recognition, working conditions, and company and management (Judge and Klinger, 2008).

According to Brayfield and Rothe (1951), job satisfaction is defined as how people sense about different jobs and to measure job satisfaction they developed 18 item questionnaire that assess people's feeling about their jobs based on the hypothesis that some jobs are more interesting and satisfying than others. And Spector (1985) developed job satisfaction survey that has nine subscales measure of employee satisfaction: Pay, promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of work and communication that are applicable specifically to human service, public and nonprofit sector organizations.

Thus, for this study Spector (1985) job satisfaction survey will be used as it is intended specifically for human service, public and nonprofit sector organizations, although it may be appropriate to other sectors as well. And the other motive is the scale covers the major aspects of job satisfaction with subscales that were clearly distinct in their content (Spector, 1985).

For this study questionnaire will be used to measure job satisfaction as its originally developed to measure job satisfaction in public service giving organizations and because the nine dimensions identified by Spector (1985) enables to have a wider and complete view of job satisfaction when compared to the other measurements discussed above.

2.2. Overall job satisfaction factors

2.2.1. Pay

Money in the form of pay or some other sort of payment is regarded by many people as the most obvious extrinsic reward. According to Herzberg theory lack of money can cause dissatisfaction, even if its provision does not result in lasting satisfaction. Even though it cannot be assumed that money stimulates everyone in the same way and to the same extent as individuals motivating factors differ money can provide positive motivation in the right situation not only because people need and want money but also because it serves as a highly tangible means of acknowledgment (Armstrong, 2010). Also other study conducted by Yang, Miao, Zhu, Sun, Liu and Wu (2008) to evaluate the influence of pay increases on job satisfaction has shown pay as an important factor that affect job satisfaction. Research findings such as a study conducted by Saleem and Gul (2013) showed that there is a significant relationship between pay satisfaction and organizational commitment. And a study conducted by Vandenberghe and Tremblay (2008) found that pay satisfaction has vital relationship with affective and normative organizational commitment and considerably reduces continuance commitment.

2.2.2. Promotion

According to Herzberg's dual factor theory (1966) progression and growth are among the major intrinsic factors that lead to job satisfaction. Research findings also show that there is a significant positive relationship between promotion opportunities and job satisfaction (Mustapha and Zakaria, 2013) and also between promotion opportunities and organizational commitment of employees (Weng and McElroy, 2010).

2.2.3. Supervision

Supervision refers to the relationship between an employee and immediate supervisor (Spector, 1985). Research findings conducted by different researchers show that job satisfaction has a positive association with leader member relationship in addition to how well the coworkers' organize with one another. Thus, the better they coordinate with one another; that is, the better the coordinative relationship between the leaders and subordinates, the higher the job satisfaction rate would be (Tsao, 1990; Bass, 1990). The findings of studies also shows that employees who have good relationships with their immediate managers have superior commitment (Settoon, Bennett and Liden, 1996).

2.2.4. Fringe benefits

Benefit is a broad word used to explain the components of a considerable part of the total remuneration provided by employing organizations to their work-forces which usually is provided in non-cash form. However, in recent years 'benefit' has outdated 'fringe benefit' and is used as the word to include the wide range of benefits in kind in addition to cash payments which companies provide for their employees(White and Drucker,2005). According to the study conducted by Benjamin (2010), on fringe benefits and job satisfaction fringe benefits are important and positive determinants of job satisfaction also the result of other study conducted by Sinclair, Leo and Wright (2005) to examine the effect of benefit satisfaction on organizational commitment showed that there is positive relationship between benefit satisfaction and organizational commitment.

2.2.5. Contingent rewards

Contingent reward is appreciation, acknowledgment and rewards for good work (Spector, 1985).contingent reward are rewards that are provided to employees based on their performance, capability, contribution, skill or experience (Armstrong, 2008). Rewards can be either extrinsic or intrinsic. Extrinsic rewards are tangible rewards such as pay, incentives, bonuses, promotions, and intrinsic rewards are intangible rewards or psychological rewards like appreciation, recognition(Rahim and Daud,2012).a research conducted by Gupta(1975) and Spector(1985) showed that a positive relationship exist between employee satisfaction and performance contingent intrinsic rewards and pays. On the other hand, employee dissatisfaction may result if employees perceive that their efforts are not recognized or that their rewards are not equitable tied to their performance or tailored to their needs (Robbins, 1993).

2.2.6. Operating procedures

Employees' satisfaction with operating policies and procedures contribute to employees' jobsatisfaction. Operating procedures consists of rules, procedures, regulations, and requirements need to be performed during working time in the working environment (Spector, 1985). However, some research for example a research conducted by Lumley, Coetzeel, Tladinyane, and Ferreira (2011), found no significant relationship between operating conditions and organizational commitment.

2.2.7. Co-workers

Coworkers' relationship limited in an organization is a type of interpersonal relationship (Spector, 1985). Elton Mayo (cited in Armstrong, 2008) believed that a man's desire to be continuously connected in work with his fellows is a strong, if not the strongest human characteristic. Which magnifies the important role coworkers have for employee' job satisfaction. Research findings also show that colleagues can provide a focal employee with a sense of identity, support, and friendship (Bowler and Brass, 2006). Previous research findings showed that job satisfaction has a positive association with how well the coworkers' coordinate with one another (Tsao, 1990) and coworkers' relationship affects job satisfaction (Bass ,1990).

2.2.8. Nature of work

To measure satisfaction of employees towards nature of work Spector (1985) used four indicators: meaning, contentment, pride and comfort. According to Saari and Judge (2004) the work situation matters in terms of job satisfaction and organization impact and of all the major job satisfaction areas, satisfaction with the nature of the work itself which includes job challenge, autonomy, variety, and scope best predicts overall job satisfaction. Research studies across many years, organizations, and types of jobs show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, coworkers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge and Church, 2000; Jurgensen, 1978).

2.2.9. Communication

Communication according to Spector (1985) refers to internal communication within an organization and good communication within the organization is considered as one major factor that determines employees' job satisfaction. A research conducted by Allen(1992) to examine links between communication, organizational commitment, and perceived organizational support indicated that employee perceptions regarding the top management-employee communication relationship, the quality of top management's communication, and superior-subordinate communication were strongly related to organizational commitment. A research finding conducted by Kakakhel,Khan,Gul&Jehangir(2015), also concluded that organizational communication has a direct and positive relation with the employee job satisfaction and organizational commitment.

2.3. Organizational commitment

2.3.1. Definition of organizational commitment

Different scholars have defined organizational commitment in different ways. According to Porter, Steers, Mowday and Boulian (1974) commitment refers to attachment and loyalty and it is the relative strength of the individual's identification with, and involvement in, a particular organization. And it consists of three factors: (1) a strong desire to remain a member of the organization, (2) a strong belief in, and acceptance of, the values and goals of the organization and (3) a readiness to exert considerable effort on behalf of the organization. When defined in this fashion, commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization's wellbeing (Mowday, Steers and Porter, 1979).

An alternative definition forwarded by Salancik (1977) defined commitment as a state of being in which an individual becomes bound by his (sic) actions to beliefs that sustain his activities and his own participation. And O'Reilly and Chatman (1986) defined commitment as an emotional bond between the employee and the organization, but distinguish between three forms this bond can take: compliance, identification and internalization. They define identification as the process of an individual accepting influence from a group (organization) in order to establish and maintain a relationship. Hence, an individual may respect a group's values without adopting them, as opposed to internalization which refers to when influence is accepted because the induced attitudes/values are congruent with one's own or compliance which refers to when they are declaratively accepted in order to win a certain benefit (O'Reilly and Chatman, 1986). Organizational commitment, according to Allen and Meyer (1990), is a psychological state that binds an employee to an organization, thereby reducing the incidence of turnover.

2.3.2. Difference between organizational commitment and other related terms

Employee engagement and organizational commitment are two ideas that are regularly confused (Armstrong, 2008). Employee engagement and organizational commitment are indeed linked concepts as high organizational commitment can increase engagement and high engagement can increase commitment. As defined by Perrin (2007 cited in Armstrong, 2008) the term employee engagement refers to the extent to which employees put discretionary effort into their work, beyond the minimum to get the job done, in the form of

additional time, intellect or energy. But people can be involved with their work even when they are not committed to the organization except in so far as it gives them the opportunity to use and develop their skills.

The other term that is highly related to organizational commitment is organizational identification. Organizational identification according to Ashforth, Harrison and Corely (2008) is viewing a collective's or role's defining essence as self-defining. Thus, identification refers to the perception of oneness or belongingness to some human aggregate. Organizational identification is similar with organizational commitment as both involve a sense of attachment to or resonance with the organization. However, organizational commitment is associated with how individuals feel about their organization and organizational identification is related to how individuals perceive their self in relation to their organization. Thus, while organizational identification is organization specific organizational commitment may be more readily transferred to other organizations that inspire a similar positive attitude (Ashforth, Harrison and Corely, 2008).

2.3.3. Theories explaining organizational commitment

Most studies on organizational commitment were based on the two major theoretical frameworks: Homan's exchange theory and Becker's theory (Baba and Jamal, 2013). According to Homan's exchange theory (Baba and Jamal, 2013) organizational commitment is seen as the outcome of the exchange relationship between the individual and the organization.

The theory recommends as the exchange becomes more favorable from the individual's point of view, as his other commitment to the organization increases.

The other theory Becker (1960) is an improvement on Homan's idea as it introduces the element of time and the notion of side bets to the exchange paradigm. According to this theory organizational commitment seems to be a structural phenomenon that occurs as a result of individual organizational transactions and alterations in side-bets over time. According to Becker's theory, the more one invests his or her time, energy, skill and other personal assets in the organization, the more one has at stake in leaving it. Hence it is natural to expect a greater personal commitment on the part of the individual to an organization as time goes by. The above commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity. For instance, a person choosing a career in an organization tends to settle down in that organization and does not always depict the typical behavior pattern expected of an economic man (Becker, 1960). At least, one does

not switch jobs and organizations with the same frequency with which the market conditions change. Becker suggests that the possible reason for such commitment to an organization might be that the person has involved his or her other interests that were originally unrelated to the above organization, as that person continued his stay within the organization. This increases his or her costs of separation or severance as to render other alternatives unattractive (Baba and Jamal, 2013).

2.3.4. Predictors of organizational commitment

Various work related variables affect employees' organizational commitment to an organization. The research findings of Nguyen, Mai and Nguyen, (2014) and Eliyana, Mardiana and Prabowo, (2012) showed that job satisfaction has significant influence on employees' organizational commitment. A study conducted by Chughtai and Zafar (2006) showed that, personal characteristics, facets of job satisfaction, and two dimensions of organizational justice (distributive justice and procedural justice) as antecedents of organizational commitment.

2.3.5. Components and measurements of organizational commitment

According to Starnes and Truhon (2006) the two most commonly-used assessment tools in organizational behavior research are Mowday, Steers, and Porter's (1979) Organizational Commitment Questionnaire, and Allen and Myers' (1990) Three-Component Organizational Commitment Scale. Employers interested in measuring their employees' acceptance of the organization's goals, readiness to work hard for the organization, and desire to stay with the organization may find the Organizational Commitment Questionnaire developed by Mowday, Steers, and Porter (1979) useful. Employers interested in measuring their employees' levels of affective, continuance, and normative organizational commitment could use the Three-Component Organizational Commitment Scale developed by Allen and Myers' (1990). According to Allen and Meyer(1991) affective organizational commitment refers to employees' desire to remain with the organization because they want to, continuance organizational commitment is illustrated as a need to remain in the organization based on the costs related with leaving and employees with a strong persistence organizational commitment stay with the organization because they have to and normative organizational commitment refers to an employee's desire to stay with the organization based on a sense of duty, loyalty or moral obligation and employees with a strong normative organizational commitment remains with the organization because they have to do so.

However, there are other models of organizational commitment developed by different scholars that propose different construct for organizational commitment. O'reilly and Chatman (1986) argued that commitment to an organization is predicated on three separate bases of attachment: compliance, identification and internalization. Compliance refers to instrumental attachment undertaken for specific rewards; identification refers to attachment based on a desire for relationship with the organization; and internalization refers to congruence between individual and organization values. Takao (1998) developed a four-component model: affective, value, normative and continuance. Wang (2004) in search of an organizational commitment model that can be applied to study employees' commitment in Hong Kong developed a five component organizational commitment model: normative, value, affective, active and passive continuance. However, for this study the three-component model of organizational commitment (affective, normative and continuance commitment) developed by Allen and Meyer (1990) was used as their model is the main conceptualization of organizational commitment among current researchers and according to Clugston (2000) it has been used in over 40 published studies since 1991.

2.3.5.1. Affective organizational Commitment

Affective organizational commitment is an attitudinal process whereby people come to think about their relationship with the organization in terms of value and goal congruency. And employees with strong affective organizational commitment remain with the organization because they want to do so (Meyer and Allen, 1991).According to Meyer and Allen (2004) research consistently shows that employees who want to stay tend to execute at a superior level than those who do not. A study conducted by Abebe and Markos(2016) to study the relationship between job satisfaction and organizational commitment among academic staff members in a selected higher education institution showed a major positive relationship exist between job satisfaction and affective commitment. Similarly a study conducted by Kaplan, Ogut, Kaplan and Aksay(2012) on the case of hospital employees also found a positive relationship between job satisfaction and affective commitment.

2.3.5.2. Normative Organizational Commitment

Normative organizational commitment refers to an employee's desire to stay with the organization based on a sense of duty, loyalty, or moral obligation (Meyer and Allen, 1991).Normative organizational commitment is noticeable from affective and continuance organizational commitment in that it does not reflect a need to link with the

organization's goals or missions, and that there is also no explicit extrinsic exchange involved in the relationship. Thus, the sense of loyalty and duty underlying an employee's normative organizational commitment influences the individual to remain with the organization because they feel as though they have to do so (Clugston, 2000). Employees with strong normative organizational commitment stay because they feel they ought to, employees who remain out of obligation also tend to outperform those who feel no such obligation, but the effect on performance is not as strong as that observed for desire. A study conducted by Kaplan, et al. (2012) on the case of hospital employees found a positive relationship between job satisfaction and normative organizational commitment in addition to affective commitment.

2.3.5.3. Continuance Organizational Commitment

Continuance organizational commitment is described as a need to remain in the organization based on the costs associated with leaving. These costs are manifested in two distinct ways: (1) as individuals gain tenure in an organization they accumulate investments in the form of retirement fund plans, seniority, specialized and untransferable job skills, local affiliations, familial ties, and soon which may be sacrificed or spoiled by changing jobs; and (2) individuals may feel as though they have to remain in their current jobs because they do not have any option job forecast (Meyer and Allen, 1991). Employees with strong continuance organizational commitment stay because they have to do so. A study conducted by Abebe and Markos (2016) to study the relationship between job satisfaction and organizational commitment among academic staff members in a selected higher education institution showed a significant positive relationship exist between job satisfaction and continuance organizational commitment in addition to affective commitment. On contrary a study conducted by Kaplan, et al. (2012) on the case of hospital employees found no statistically significant relationship between job satisfaction and continuance organizational commitment.

2.3.6. Effects of organizational commitment

Higher employee commitment is positively linked with employee job performance and is negatively associated to intention to leave Chughtai and Zafar (2006). Employees who are more committed to the organization are less likely to exhibit withdrawal behaviors, such as; absenteeism, intention to leave their jobs, or leaving their jobs (Starnes and Truhon, 2006). Other research findings also show that strong organizational commitment leads to several favorable organizational outcomes such as employee job performance (Chughtai and Zafar, 2006), lower voluntary turnover (Yamazakia and Petchdee, 2015), lower unexcused absenteeism (Larson and Fukami, 1984).

2.4. Relationship between job satisfaction and organizational commitment

Job satisfaction is one of the considerably related antecedents of organizational commitment (Chughtai and Zafar, 2006). Scholar findings show that there is a significant positive relationship between employees job satisfaction and employees organizational commitment. Abebe and Markos (2016) studied the relationship between job satisfaction and organizational commitment in terms of academic staff at Arbaminch University and used the nine dimensions of job satisfaction survey tool developed by Spector (1985) and used Allen and Meyer (1990) organizational commitment questionnaire the outcome of their research showed that The result of correlation analysis exposed that there exist positive significant relationship between all facts of job satisfaction (promotion, supervision, fringe benefits, contingent rewards, relationship with coworkers, nature of the work and communication) except pay with organizational commitment. Getahun, Tefera and Burichew (2016) studied teacher's job satisfaction and its relationship with organizational commitment on primary schools of Bonga town using the nine dimensions of job satisfaction survey tool developed by Spector (1985) and used Allen and Meyer (1990) organizational commitment questionnaire and the result showed positive correlation between teachers' job satisfaction and their organizational commitment in the sampled schools.

Azeem and Akhtar (2014) the study aimed to investigate the level of job satisfaction and organizational commitment among employees working in public sector organizations in Saudi Arabia. And the finding showed that job satisfaction facets and organizational commitment are found to be positively related.

2.5. Conclusion and Major Gaps

From subsequent review previous study the following gaps have been drawn. The earlier literature on job satisfaction has mainly focused on developed economies; hence studying the issue from developing country perspective is recent phenomena (Ngoc Anh & et al, 2018). Further satisfaction is greatly dependent on cultural and socioeconomic context of a given country or region. This implies the researches that have been conducted in other organization or other countries may not necessarily represent the case at hand.

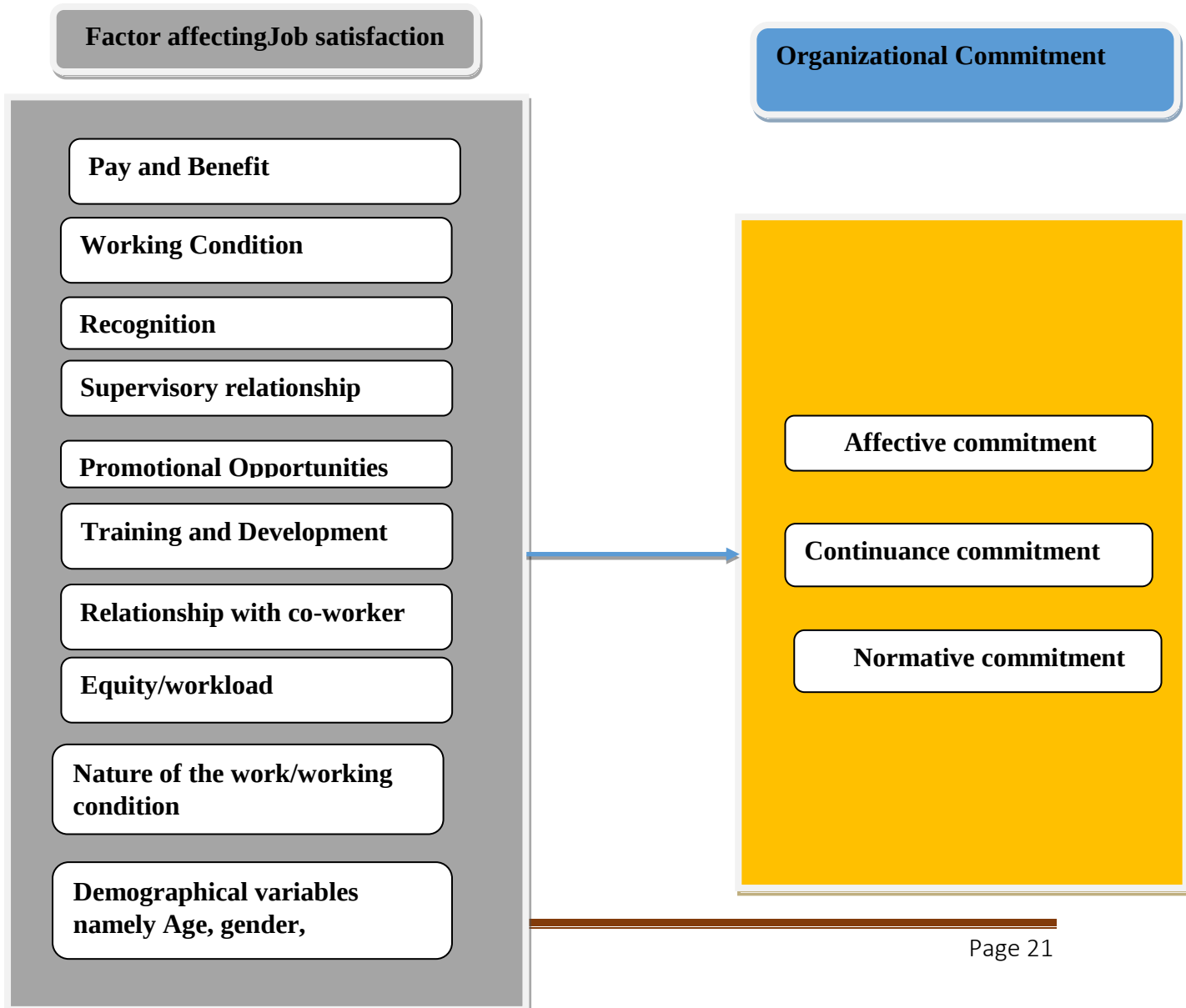
In Ethiopian context, though some studies have been conducted with regard to job satisfaction (e.g. Yitbarek, 2007; Gedefaw, 2007; Yonas, 2011), most of these studies did not look the effects behind it. The existing few studies have conducted outside the context of public service organization hence may not represent how public service employees perceive their working environment.

In general some of the reviewed study has limitation methodologically in employing mainly descriptive design ,failing to employ mixed approach conceptually it regard the relation between satisfaction and commitment as one direction that is satisfaction enhance organizational commitment.

Based on researcher's preliminary review there is no full data and information on job satisfaction and organizational commitment at public service and human resource development bureau in Dire Dawa Administration. To sum up the study will try to fill the above gaps comprehensively.

2.6. Conceptual Framework

Conceptual framework is a logical structure of meaning that serves as a guide for the overall research study. Thus preceding review of the theory and empirical research are road maps for upcoming chapters of this study. Particularly the theories have great roles during analysis of empirical data and in relating, finding with pre-established facts. Therefore, from prior review, the following conceptual design will be formulated for this empirical study.



Source: Developed by the researcher (2021)

As indicated in the above framework, the preservation of job satisfaction is the result of continuous improvement of the factors indicated in the first section. The better status of those factors will enhance overall employee's satisfaction which in turn positively affect the organizational commitment .Thus those factors that should be improved as much as possible. Thus, both the satisfaction and commitment have a direct interface as they equally affect the success or failure of an organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of the Study Area

Dire Dawa Administration (DDA) is located between 9° 27' N and 9°49' N latitude and 41°38'E and 42°19'E longitude. East Hararge Administrative Zone of Oromiya Regional State borders it in the south and southeast and Shinele Zone of Somali Regional State in the north, east and west. Dire Dawa city is accessible by airplane, train, and cars, and is about 515kms road distance to the east of Addis Ababa and 311kms to the west of Djibouti port (FUPI, 2006).

Dire Dawa Administration, being the second largest city in Ethiopia, was one of the fast growing cities in Ethiopia owing to its strategic location on the rail way line which connects the capital Addis Ababa to the port of Djibouti. This has been sensible in the early 1960s when small and medium scale industries start flourishing and rural to urban migration increased the urban population (Ibid). Based on the 2007 Census conducted by the Central Statistical Agency of Ethiopia (CSA), the total population of Dire Dawa Administration is estimated to be about 341,834 of which 233,224 (67.92%) reside in urban area and the rest 108,610(32.07%) live in rural areas. According to the above document, the economy of Dire Dawa Administration is primarily dominated by trade and industry, and thus it is recognized to be a center of trade and industry in East Ethiopia.

Dire Dawa Administration is a chartered city and has two layers of government structure: administration & Kebele levels (DDA Charter Proclamation No. 416/2004). There are 9 urban & 38 rural kebeles. Government Offices are organized under Municipality & government Executive Organs (11 Bureaus and 37 offices). According to the FUPI (2006), the Administration is estimated to have a total area of 128,802 hectares of land of which 97.73% covers the rural area and the remaining 2.27% accounts for the land area used by the Region's main urban center.

3.2. Research design

The two basic approaches to research are quantitative approach and qualitative approach. Quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. Qualitative approach on the other hand is concerned with subjective assessment of attitudes, opinions and behavior (Kothari, 2004). For this study quantitative research approach was followed to investigate the

effects of job satisfaction has on organizational commitment, as quantitative technique helps to explore , present , describe and examine relationships and trends within data and as it also helps to collect results in numerical and standardized data (Saunders, Lewis and Thorhill,2009).

According to Saunders, Lewis and Thorhill (2009) research designs can be categorized into three exploratory research, descriptive research and causal or explanatory research. Exploratory research studies aims to formulate a problem for more precise investigation, emphasis on the discovery of ideas and insights. And descriptive studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group.

The major purpose of descriptive research is the description of the state of affairs as it exists at present. In this study the descriptive research design were used describe the current status of satisfaction based on respondent attitudes.

Causal or explanatory researches are those where the researcher tests the hypotheses of causal relationships between variables.

Explanatory research design emphasizes on studying a situation or a problem in order to explain the relationship between variables (Saunders, Lewis and Thorhill, 2009). Thus, explanatory design was employed to as to analyze the effect of job satisfaction on organizational commitment.

The research strategy chosen to collect data was survey as it allows the collection of large amount of data from a sizeable population in a highly economical way and as it enables to collect quantitative data that can be analyzed quantitatively using descriptive and inferential statistics (Saunders, Lewis and Thorhill, 2009).

3.4. Population, Sample and Sampling Techniques

Population refers to the total of items about which information is desired (Kothari, 2004)'. Dire Dawa have two layers of structure, administration and kebele, there are 9 urban and 38 rural kebeles and according to Dire Dawa public service and human resource development bureau there are 11 bureaus, 38 office and 103 directorates. The researcher selected five organization, four bureaus and one kebele administration using judgmental sampling technique. These organizations were: Trade, Industry and Investment Bureau, Land Development and Management Bureau, Revenue Authority, Municipality Bureau and Kebele 02 Administration. The selection of these organizations was on the basis of some criteria like high number of customers, large budget allocation and their importance in the social and

economic setting of the city administration. The target population of employees in selected organizations consists of 874 employees, from those 274 employees were selected as a sample. The sample size for the study will be determined in the following way:

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

Where, n = minimum sample size

N = Population size

e = constant 0.05 %

Table 1 Summary of population, sample size and sampling techniques:

NO	Name of the sample organizations	Total number of the organizations employee	Sample size
1	Trade ,Industry and Investment Bureau	194	61
2	Revenue Authority	157	49
3	Land Development and Management Bureau	146	46
4	Municipality Bureau	276	86
5	Kebele 02 Administration	101	32
Total		874	274

3.5. Data sources and types

To conduct the study data were gathered from primary and secondary sources. Primary data was collected anew and for the first time whereas, secondary data are those which have already been collected by someone else and which have already been passed through the arithmetic process (Kothari, 2004).

Thus, for this study primary data were collected from selected employees of the organizations through questionnaires, FDG and key informant interview to trace on previous research findings and to find theoretical frame for the research secondary data from books and journals were accessed. The data collection instrument was prepared based variable under conceptual framework in the way that answer the research question and to meet the objectives.

3.6 Data Collection Procedure

The researcher were employed a series of data gathering procedures through a 5 point liker scale questionnaire ranging from 1 for strongly unsatisfied(or disagree) to 5 for strongly satisfied (or agree), interview, and document analysis. Pilot test was done before final distribution of the questionnaires to all respondents. The purpose of pilot testing is to make

necessary changes so as to correct confusing, ambiguity, omission and miss understanding of each item in the questionnaire. Finally after receiving the advisor comment, the final questionnaires were distributed to the sample respondent's.

3.7. Data Analysis

SPSS ('Statistical Package for the Social Sciences) is considered the most powerful program by researchers for social scientific data entry and analysis. Thus, this study was use SPSS version 21 to analyze the quantitative data gathered through the questionnaires. Descriptive analysis is the elementary transformation of data in a way that describes the basic characteristics such as central tendency, distribution, and variability (Zikmund et al, 2009).

Thus, to show the demographic characteristics of respondents' number, percentage and tabulation will be used. Descriptive statistics tools were used to describe the current status of employee's satisfaction.

Binary regression analysis was also used to explain the effect of employee's satisfaction on the organizational commitment.

Table 3.6 Summary of data collection

Research questions	Research method	Data sources and types	Data collection method	Data Analysis
Q1&Q2	Concurrent mixed method	Primary and secondary sources: key informants, employee's questionnaire, published and unpublished literature, report and	Questionnaire Document analyses and interview	Narrative Descriptive
Q3	Explanatory/causation	Primary sources: sample government employees, Hr expert and key informants.	Questionnaire, observation, FGD and interview	Binary regression analysis

3.7 Model Specification

In this study the researcher employed standard binary logistic model in order to identify the effect of job satisfaction determinants on organizational commitment through the analysis of the major explanatory variable. Since, the dependent variable is a dummy variable or qualitative dichotomous variable which takes the value 0 if there is a low employee commitment and otherwise takes value of 1 if there is a high employee commitments.

3.7.1 Dependent Variables

In binary logistic regression, the dependent variable is dichotomous thus, it only contains data coded as 1 (Affective commitment) or 0 (no commitment). In this paper, committed and uncommitted were operationally defined as yes and no respectively.

The independent variable of the study includes :-Pay or salary ,Reward and incentive system ,Promotion and Career Development, Operating policies and procedures ,Employee Involvement ,Supervision and Work Environment(temperature Co-workers Communication, Respect and recognition).

The formula of logit model is expressed as

$$P_i = E(Y = 1) = \frac{e^{X_i \beta}}{1 + e^{X_i \beta}} \quad (1)$$

Where $z_i = B_0 + B_1X_1 + B_2X_2 + \dots + B_KX_K + u_i$

$X_k = i^{\text{th}}$ explanatory variable

$B_i =$ coefficient explanatory variables to be estimated

$K =$ represents the number of explanatory variables that are added in the model.

$$P_i = \frac{1}{1 + (e)^{B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + B_6X_6 + B_7X_7 + B_8X_8 + B_9X_9 + B_{10}X_{10} + \dots}} \quad (2)$$

If p_i is probability in favor high commitment in the organization , then $1-p_i$ is the probability of presence of employee's low organizational commitment.

$$\left[\frac{p_i}{1-p_i} \right] = \frac{1+e^{z_i}}{1+e^{-z_i}} = e^{z_i} = e^{(B_0 + B_1X_1 + \dots + B_KX_K)}$$

$$= e^{B_0 + B_1x_1 + B_2x_2 + B_3x_3 + B_4x_4 + B_5x_5 + B_6x_6 + B_7x_7 + B_8x_8 + B_9x_9 + B_{10}x_{10} + \dots} \quad (3)$$

$\left[\frac{P_i}{1-P_i} \right]$ is the odds-ratio that implies the ratio of the probability that an employees would choose an alternative P_i to the probability highly committed to the organization or not committed ($1 - P_i$)

Taking the natural logarithms of $\left[\frac{p_i}{1-p} \right] = e^{z_i}$

$$\ln \left[\frac{P_i}{1-P_i} \right]$$

$$1-p = z_i = B_0 + B_1x_1 + \dots + B_kx_k + u_i$$

$$\ln \left[\frac{p_i}{1-p_i} \right] =$$

$$B_0 + B_1x_1 + B_2x_2 + B_3x_3 + B_4x_4 + B_5x_5 + B_6x_6 + B_7x_7 + B_8x_8 + B_9x_9 + B_{10}x_{10} + B_{11}x_{11} + B_{12}x_{12} + u_i \dots \dots \dots (4)$$

Where B1-B12 coefficient of the explanatory variable to be estimated. Operational definition

Table 3.1: Operationalization and measurement of key variables

No.	Variable	Variable definition	Expected direction of the variable (+/-)
1	Gender	A respondent's state of being male or female. It is measured using a dummy variable If the employees is male then 1; 0 otherwise.	(+/-)
2	Marital status	Categorized demographic variable which takes '1' for single, '2' for married, '3' for divorce.	(+)
3	Age	An ordered demographic variable expressed in year which takes '1' for the age group 18-30 , '2' for the age group 31-54 and '3' for the age group >54.	(+/-)
4	Education level	If the employees has First Degree qualification and above then 1;0 otherwise.	(+)
6	Job experience	Continuous indicating employees service year (1 to 15 years of service) measured in continuous .Positive effect is expected.	(+)
7	Promotion and Career Development	An ordered variable which takes '1', if the employees has better access to promotion and career development.	(+/-)
8	Fringe benefit	A dummy variable which takes '1', if the employees has such benefit ; 0 otherwise	(+/-)
9	Pay and reward	If there are adequate salary and reward then 1; 0 otherwise	(+/-)
10	Work environment	If the working environment is enabling 1; 0 otherwise	(+/-)
11	Employee Involvement ,Supervision	A dummy variable which takes a value of '1', if the there is regular supervision and involvement and '0', otherwise.	(+/-)
12	Operating policies and procedures	A dummy variable which takes a value of '1', if the operating policy and producers is enabling and '0', otherwise.	(+/-)

3.7.2 Definition of variables

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

Commitment – is an intention to persist in a course of action (Meyer and Allen, 2004).

Organizational Commitment - Organizational commitment is a psychological state that binds an employee to an organization, thereby reducing the incidence of turnover and the constructs are Continuance, Normative and Affective organizational commitment (Allen and Meyer, 1990).

Affective Organizational Commitment - Affective organizational commitment refers to an employee's desire to remain with the organization because they want to do so (Allen and Meyer, 1990).

Normative Organizational Commitment -Normative organizational commitment refers to an employee's desire to stay with the organization based on a sense of duty, loyalty, or moral obligation (Allen and Meyer, 1990).

Continuance Organizational Commitment -Continuance organizational commitment is described as a need to remain in the organization based on the costs associated with leaving (Allen and Meyer, 1990).

CHAPTER FOUR

4. DATA ANALYSIS AND PRESENTATION

This chapter is among very important parts of the study. It presents discussion and data analysis based on result from questionnaire and interview. The purpose of data analysis is to describe, correlate and analyze the effect of the job satisfaction determinants on organizational commitment in the study areas. To achieve this objective, the results of descriptive analyses are presented first, followed by correlation and the binary regression analysis.

The collected data were presented and discussed along with additional interpretation and analysis. The arrangement was made in a way that answers the research questions and objectives. Furthermore, different, but balancing data that were collected by the use of various techniques was presented and analyzed by triangulating the qualitative data with the quantitative data to provide meaning full explanations. The analysis was also done by creating a link between the research discussion and finding and the existing literatures and concepts presented in chapter two of this study.

In general, this section is organized in the following manner: First, the general information about the sample employees respondents were presented and described. Second, data collected through questionnaires and interviews were analyzed concurrently. Finally, the results of binary regression were analyzed.

4.1. Presentation and Analysis of Primary Data

The primary data used for this study has been collected from the employees of selected public sector organizations through questionnaires, interview and FGD. Physical observation has also employed to gather primary data.

The data was also collected through FDG made with expert of Public Service Bureau who directly involved in the long-term human resource development in Dire Dawa City Administration.

Therefore, the researchers try to triangulate the result of the questioner and interview that were separately collected. Respondents were made aware of the objective of the study so that

they could give genuine and relevant information. Analysis and explanations mainly use frequent and extreme figures. Thus the for sake of making the analysis easy and attractive the response to the variable of study has summarized as the positive responses (the highest 2 responses of the scale) and negative response of the lowest categories of the rating scale. Instead of reviewing 5 and 4 independently it is better to look at one response (4+5) or (1+2).

4.2 Descriptive statistics

4.2.1 Response Rate

Based on the research design and methodology, the researcher, has gathered primary and secondary data from the intended respondents in accordance predetermined time schedule. The necessary efforts have been exerted to get the data that was needed to undertake this study. The response rate for questionnaire data collection techniques used is presented belowAs indicated in the chapter three, the target population of the study was government Bureau and from it sample employees were selected for questionnaire and the sample size of this study was computed as 274.

From the total 274 questionnaires that are distributed to sample respondents only 240 are returned back, which makes the response rate for the questionnaire 87.6 %.

4.2.3 Characteristics of Questionnaire Respondents

The general characteristics of the questionnaires respondents are presented using the age, sex, experience, academic status and salary level as illustrated bellows table.

Table-1 Personal Characteristics of Respondent's

Characteristics of respondents	Measurement		Characteristics of respondents	Measurement	
	Frequency	Percent		Frequency	Percent
Sex			Marital status		
Male	144	60	Married	158	65.8
Female	96	40	unmarried	49	20.4
Total	240	100	Divorced	26	10.8
Ages of respondents			Widow	7	2.9
18-29	61	25.4	Total	240	100
30-39	135	56.3	Experience		
>40	44	18.3	1-5	70	29.2
Total	240	100	5-10	118	49.2
Education level			10-20	46	19.2
Below12 grade	14	5.8	>20	6	2.5
Diploma	42	17.5	Total	240	100
First degree	160	66.7			
MA and above	24	10			
Total	240	100			
Income level					
Below 3000	29	12.1			
3001-5000	50	20.8			
5001-7000	88	36.7			
>7001	73	30.4			
Total	240	100			

As shown in the above Table 1, 81.7 % of the respondents were between 18 -39 years of age, and the remaining 18.3% were above 40 years of old. From this it can be concluded that

majority of sample employees respondents were at the productive age that may have the motive to perform their work effectively and increase performance if they are satisfied and committed. The percentage of male respondent had accounted for 60% while the rest 40% were females. This clearly shows the low level of women employees as compared to male counterpart. With regards to the educational level of the respondents (66.7% of them were first degree holders on different field of specialization and 10 % have Master's degree, this indicates that respondents have had a reasonable level of qualification and work experience to effectively fill the questionnaire.

Finally the majority of 78.4% of the respondents had less than 5 years or 5 -10 years' work experience. This indicates that most of the staff has medium level of experience which in turn implies the need of intensive training and development program to increases employees motivation and performance.

As illustrated in the above Table 1 respondents were asked about their income level. As a result, majority of the respondents (67.1%) received salary of 5001 to 7000 Birr per month.

The rest 20.8 % of the respondents received salary level of 3001 to 5000 and only 12.5% of the respondents earned below birr 3001. Hence, majority of employees of the public organization in the study area earn salary level of 5001- 7000.

4.2.4 The Description of the Current Status of Employees Job Satisfaction in the Study Area.

4.2.3.1 Pay and its Effect on Job Satisfaction

Many authors wrote more about the motivation and its effect on employee performance (Gate wood 1995) describe motivation as the force that makes us do things and this is a result of our individual need being satisfied so that we have inspiration to complete the task. Pay inform of salary is the most important compensation given to employees by the organization they are employed. It has direct impact on satisfaction and performance of employees as stated by (Davao, 1999). Organization distributes money and other benefits in exchange for the employees' availability, competencies, behavior and rewards which help to individual's contribution. To investigate the reality in the context of Dire Dawa Administration employees' attitude toward pay status has quantified, presented and discussed as follows.

Table-2 Response to Pay Status by Employees

Pay	1+2(T2B)		3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
I feel I am being paid a fair amount for the work I do.	191	79.6	5	2.1	44	18.4
I feel unappreciated by the organization when I think about what they pay me.	96	40	2	.8	142	59.2
I feel satisfied with my chances for salary increases.	151	63	13	5.4	76	31.7
Raises are too few and far between.	52	21.7	17	7.1	171	71.3

In line with this questioner were asked with respect to pay status as the study variable. As shown in Table 2, all sub-variable under pay status has received negative response, meaning majority of respondents are disagree with existence of satisfactorily pay system in the study areas. Thus due to lack adequate payment, little chance of salary increments and few raise employees are dissatisfied with existing pay system.

This indicates that the lion share of the respondents was not satisfied by the amount of salary they received hence they believe that salary adjustment will enhance their satisfaction level. Hence, the current pay status is not favorable to satisfy and motivate employees in the study areas context.

Interview with key informant, FGD and result from open ended questionnaire has also re-enforced the above reality. However, interview with government official has revealed that the introduction of equal pay for equal job at national level in light of government paying capacity.

The key informant interview and FGD participant reject the government official argument as weak pin-pointing that JEG study has lasted 20 years, it discourage career development, is not implemented uniformly across the country and since there only 3-4million public servant in Ethiopia it difficult to relate pay raise with the government paying capacity. The interviewees also counter argue that the current scenario are even becoming worse coupled with increased cost of life and lack of responsive salary adjustment in light of ever changing economic condition. In particular the employees are unable to afford the rising cost of house rent, utilities and household good.

The result from observation and document analysis has disclosed the problem of inconsistency while implementing JEG in the study areas while the absence of market based pay adjustment is common phenomenon across the country.

Hence, some of the interviewee are currently in search of better salary elsewhere either at private organization like bank or NGOs. This cause low satisfaction and high rate of turnover in public organization of the study areas.

These imply that the public service organization has not given proper attention with regard market oriented salary adjustment, employee's retention strategy and for the motivational values of salary in boosting employee's satisfaction.

To sum up, currently the unfavorable status of pay system and its attribute are affecting employee's satisfaction and motivation which in turn affect the level of commitment.

4.2.3.2Promotion and its Effect on Job Satisfaction

According to Herzberg's dual factor theory (1966) progression and growth are among the major intrinsic factors that lead to job satisfaction. Empirical finding also support the existence of a significant positive relationship between promotion opportunities and job satisfaction (Mustapha and Zakaria, 2013).

To describe the prevailing scenario in the context of Dire Dawa Administration employees' attitude toward promotion has surveyed, presented and discussed as follows.

Table-3

Promotion	1+2(T2B)		3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
There is really too little chance for promotion on my job.	73	30.5	5	2.1	162	67.5
Those who do well on the job stand a fair chance of being promoted.	84	35	10	4.2	146	60.8
People get ahead as fast here as they do in other places.	200	83.3	9	3.8	31	12.9

As illustrated in the above Table 3, all sub-variable under promotion has received negative response, meaning majority of respondents are disagree with existence of favorable employees promotion practice in the study areas.

Thus the majority of the employees in the sample public organization under study have negative attitude toward the adequacy of promotional chance and fairness of the existing promotion system .While the public service official argue the presence of moderately fair promotion system, the interview with some senior employees contradict the statement raising issues like poor handing, lack of clarity, adequacy, fairness and subjectivity during the promotion process.

Thus the respondents were not satisfied and demand that better promotion scheme will be sought to improve the current scenario. To sum up the implementation of objective and balanced promotion system that plays a critical role in satisfying and enhancing employee's commitment has required in the stud areas.

4.2.3.3 Supervision, Involvement and its Effect on Job Satisfaction

Employee participation (EP) is the process of developing ‘a feeling of psychological ownership among organizational members’ and has been implemented through the involvement of employees in information processing, decision-making and/or problem solving(Kearney, 1997). In fact, employee participation means that every employee is regarded, as a unique human being not just a component in a machine and each employee is involved in helping the organization meet its goals. One of the greatest underlying factors in the success or failure of any organization is the power of its employee involvement and how well that power is focused towards meeting organizational objectives (Apostolic, 2002, p.45). To investigate the reality in the context of Dire Dawa Administration employees attitude toward supervision and involvement has presented and discussed as follows.

Table-4Response to the practice of employee involvement and participation

Supervision and involvement	1+2(T2B)		3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
My supervisor is quite competent in doing his/her job.	126	52.6	12	5.0	102	42.5
There is a participatory type of decision- making in my org	184	76.6	6	2.5	50	20.9
The supervision style is good at encouraging involvement of employees	174	72.5	20	8.3	46	19.2
My supervisor shows too little interest in the feelings of subordinates.	142	59.2	1	.4	97	40.4
I like my supervisor.	130	54.2	11	4.6	99	41.3

As indicated in the above Table 4 in the first sub item the respondents were asked whether they have positive attitude toward existing supervision and involvement at their public organization. Consequently respondents are disagree with existence of competent supervisor ,participatory decision making and encouraging involvement .However the human aspect like whether they like their supervisor and supervisor consider employees feeling a has got positive response among the sample respondents. This imply the prevalence of psychological rewards like affection, appreciation and recognition

From the response, in average the majority of respondents have not satisfied with the current status quoi. The interview with the public service official and senior officer also underline that the lower span of life among the supervisor , lack of comprehensive and clear strategy are affecting the proper participation of employees.

This practice contradict numerous scholarly work that advocate the organization should involves employees on decision process to influence employee-management relationship and organizational effectiveness, enhance work attitudes and performance, improve retention and organizational learning (Marks et al.; 1986; Steel and Lloyd,1988; Bush and Spangler, 1990 ;Vandenberg et at.; 1999).

McGregor (1960) also attest that even though the concept of participatory employee supervision has not been widely understood and accepted by many companies, proper supervision will eliminate conflicts and disagreements between the employees and management body when it comes to implementation and compliance since it is equally impacted on the interest of both party.

To sum up despite the existence of supervision practice, aspect of competency, clear strategy, inclusiveness, participatory decision making and encouraging involvement need improvement. The employee participation practice need clear strategy and comprehensive approach better handling to ensure a favorable atmosphere to enhance employees' satisfaction.

4.2.3.4 Fringe Benefit and its Effect on Job Satisfaction

The fringe benefit is significantly influences employees–management relationship and it has long been accepted in the motivation literature (Wireman, 1992). Workers who are fairly rewarded help to reach the goal of the employer which is directly related or dependent on the

performance of employees. Thus to scrutinize the situation in the context of Dire Dawa Administration employees attitude toward fringe benefit and its effect on satisfaction has been presented and discussed as follows.

Table-5

Fringe Benefits	1+2(T2B)		3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
I am not satisfied with the benefits I receive.	105	43.3	9	3.8	126	52.5
The benefit package we have is equitable.	108	45	6	2.5	126	52.5
The benefits we receive are as good as most other organizations offer.	141	58.8	14	5.8	85	35.4
There are benefits we do not have which we should have.	90	37.5	6	2.5	144	60

With this respect the result unveil that the majority of the employees in the sample public organization under study have negative attitude toward the adequacy and fairness of the fringe benefit.

The only outlier is the response that has given to the equitability of current benefit package.

The FGD discussion attributes this response to the fact that small variation of benefit package across different public institution. The document analysis also reveals similarity of the rate fringe benefit across sample public government institutions.

However, both FGD result and the interview with some senior employees have raised the problem of fairness, issue like clarity and subjectivity in offering fringe benefit alike the case of promotion which has already discussed in the above.

The finding contradicts with that of Benjamin (2010), which claims fringe benefits and job satisfaction has positive relationship.

Thus despite small numeric variation across public institutions, the respondents was not satisfied with the adequacy and comparative fringe benefit they received and its execution process. Hence they believe that better fringe benefit arrangement will be sought to improve the current scenario. To sum up there is lack of adequate, comparative, fair and balanced

fringe benefit system that plays a critical role in satisfying and enhancing employee's commitment.

4.2.3.5 Contingent Reward and its Effect on Job Satisfaction

Contingent reward is appreciation, acknowledgment and rewards for good work (Spector, 1985). Contingent reward are rewards that are provided to employees based on their performance, capability, contribution, skill or experience (Armstrong, 2008).

With this regard describe the actual context of Dire Dawa Administration employees' attitude toward contingent reward has been presented and discussed as follows.

Table-6

Contingent Rewards	1+2(T2B)		3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
There are few rewards for those who work here.	87	36.2	10	4.2	143	59.6
I don't feel my efforts are rewarded the way they should be.	112	46.7	10	4.2	118	49.2
I do not feel that the work I do is appreciated.	70	29.1	8	3.3	162	67.5
When I do a good job, I receive the recognition for it that I should receive.	165	68.7	6	2.5	69	28.8

As indicated in the above Table- 6 respondent's has agreed with existence of few reward, unfavorable appreciation and recognition. The only odd response has given to the statement "I don't feel my efforts are rewarded the way they should be", cause the level of agreement and disagreement are nearly equal.

The FGD discussion and interview result entails the existence of psychological rewards like appreciation and recognition to some extent. However extrinsic tangible rewards such as pay, incentives, bonuses, promotions has poorly implemented in sample public institutions.

Thus the tangible aspects of contingent reward require amendment to enhance satisfaction and employee's commitment.

4.2.3.6 Operating Procedure and its Effect on Job Satisfaction

Employees' satisfaction with operating policies and procedures contribute to employees' job satisfaction (Spector, 1985). In the following table respondent are asked regarding the status of operating procedure in the study areas.

Table-7

Operating Procedures	1+2(T2B)		3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
Many of our rules and procedures make doing a good job difficult.	45	18.8			195	81.3
My efforts to do a good job are seldom blocked by red tape.	173	72.2	9	3.8	58	24.1
I have too much to do at work.	166	69.6	4	1.7	108	45

As illustrated in the above Table- 7 respondent's has disclosed unfavorable rules and regulation and red tape hindering employees' performance.

From interview result it's understood that, the effective screening to get appropriate match for the organization like deciding on the degree to which the characteristics of applicants in terms of their competencies, experience, qualifications, education and training is in current scenario. The absences of such recruitment and selection process in part result in idle employees and limited work to do.

Further rules and regulation is also poorly implemented in the study areas .According FDG and interview result even employees right to convert yearly leave into payment is impossible though it is indicated in administrations employees proclamation. Further GEG has been implemented with disregard to national rules and standard, desert allowance deviate from federal institutions, position like director has not offered based on merit only in Dire Dawa Administration. Employees 'right to get land for house and establish association has not addressed.

Thus the operating procedure of the study area need improvement and its implementation should be made in-consistence and due respect for national rules and operating procedures.

4.2.3.7Co-worker and its Effect on Job Satisfaction

Elton Mayo (cited in Armstrong, 2008) believed that a man's desire to be continuously connected in work with his fellows is a strong, if not the strongest human characteristic. In the following table respondent are asked regarding the status of co-worker in the study areas.

Table-8

Co- workers	1+2(T2B)		3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
I like the people I work with.	84	35	13	5.4	143	57.6
I find I have to work harder at my job because of the incompetence of people I work with.	148	61.7	8	3.3	84	35.1
There are cordial relationship with coworker at the workplace	70	29.1	8	3.3	162	67.5
There is too much bickering (argue about things that are not important) and fighting at work.	136	56.7	11	4.6	93	38.8

As indicated in the above Table 8 in the respondents relatively like the people with whom they work and have cordial relationship with them. The possibility too much bickering (argue about things that are not important) and fighting at work is also low according the respondents.

However the FGD and interview result contradict with questionnaire response regarding the possibility of working harder because of incompetent co-worker .Thus the analysis of response to work load based on questionnaire response may not be have a sense since only few employees who feel work load can agree with the statement. Thus triangulations data indicate free riders are common in public institutions and sometime recruitment is made purely based political decision rather than competency. The recruitment of incompetent employees eventually results in coworkers work load.

The interview result also revealed that despite the existence of some level of supervision, limited informal relationship like social gathering, social life and celebration are affecting the overall relationship.

4.2.3.8 Working Environment and Its Effect on Employees' Satisfaction
Table-9

Work environment			3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
There is good space and facility at work place	168	70.1	4	1.7	68	28.3
Environmental factors(temperature, lighting and ventilation)are not conducive to work	86	35.9	4	1.7	149	62.1
My work is enjoyable.	155	64.6	4	1.7	81	23.8
I feel a sense of pride in doing my job.	171	71.2	20	8.3	49	20.5

The workplace environment has great impacts on the morale, performance and engagement of employees (Chandrasekhar, 201).The work place environment in a majority of industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational diseases and it impacts on employee's performance. Thus performance is decreased due to the workplace environment (Ibid).

With this respect respondents are asked whether the work environment is enabling in light of four main factors listed in the above table.

The response in the above Table 9 with regard to the existence of good space and facility at work place give an idea about dissatisfaction of employees towards the space and facilities and environmental factor at workplace. Accordingly, 70.1 % respondents are disagreeing with provision good space and facilities at work place. The respondent also feels their work is not enjoyable and have less sense of pride in executing their job. The FGD result also reveals such effect is expected since selection of profession is made by chance in Ethiopia. The work placement is also not as such favorable.

Researcher personal observation also confirms that the majority of sample public organization has poor space and facilities to do their job. The environmental factors (temperature, lighting and ventilation) are also found to be unfavorable to work. The interview result underscore that AC is basic for the official Bureau while its luxury for the employees division. The challenge is high considering desert environment of the study areas.

Thus subsequent reviews imply that both the material aspect of work environment and satisfaction with job is at poor level in the study areas.

Thus work place space and facilities, environmental condition and choose of profession require proper handling to positively impact on the employees satisfaction and placement.

4.2.3.9 Communication and Its Effect on Employees' Satisfaction

Table-10

Communication	1+2(T2B)		3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
Communications seem good within this organization.	76	31.7	11	4.6	153	63.7
The goals of this organization are not clear to me.	109	45.4	5	2.1	126	52.5
I often feel that I do not know what is going on with the organization.	109	45.5	11	4.6	120	50
Work assignments are not fully explained.	152	63.4	11	4.6	77	32.1

Gul&Jehangir (2015), has revealed that organizational communication has a direct and positive relation with the employee job satisfaction and organizational commitment.

With this regard as shown in the above Table 10 the respondents has positive remark on the goodness of communication and clarity of work assignment. This can be partly explained in lights of Dire Dawas culture of openness and communication. However the clarity of organizational goal and knowledge of what is going on in the organization has received nearly equal positive as well as negative response.

The FGD and interview result attribute this response to the limitation of public organization in creating employees awareness about its goal and ongoing activities.

Further jobs are not designed in the way that enhance its attractiveness and encourage participation which in turn positively impacted on employees' job satisfaction.

4.2.3.10 Result Specific to Sample Public Institution

The key informant interview and FGD discussion has revealed some unique result specific to the sample public institutions. The result of Revenue authority and Land Management Bureau indicate moderate pay difference as compared to sample public institutions. However informant from both institutions underscore the salary level is not enough in light of associated risk and susceptibility to bad practice like corruption. Further informant from both Revenue authority enlist poor support and unfair treatment from the management, employees susceptibility due to lack of clarity on work procedure, rules and regulation information gap between the management and individual employee, poor reward and recognition, inadequate systematic automation, computerization and advanced technologies that reduce employee risk, unsecured/risky working environment including corruption and direct dismissal as main factor that affect satisfaction.

The result with Trade, industry and investment bureau imply interference from higher official during inspection of delay investment project, illegal trade enforcement environmental issue like pollution, lack of awareness among employees public institutions, dispersed office location, issue in budget allocation.

Among sample institution Kebele 02 has good practice of employee engagement such as social annual visit and social gathering. However the imbalance between number of staff and areal as well as population size create workload dissatisfaction among employees of this particular institution.

Thus respective institution required to take corrective measure to minimize aforementioned factors that affect employee's satisfaction.

4.2.3 The Description of the Prevailing Commitment of Employees in the Study Area.

The second research objective has tried to assess the prevailing employees' commitment in Public Service of Dire Dawa Administration. Affective, normative and continual organizational commitment has used to know the current condition employees organizational commitment. As illustrated in below Table 11, 12 and 13 the employees have commitment to the organization mainly due to the continuance component of the

commitment. Thus employees are committed to avoid consequence of quitting the job and owing to the lack of other better alternatives.

All of sub-variable under affective and normative components of organizational commitment has insignificant influence on the employee's commitment as shown in first two tables.

The FGD and interview result has also corroborated with result of descriptive data. Thus employees are currently committed because they have nowhere else to go. This is in line with the theory of Meyer and Allen (1991) which attest an elevated score for continuance organizational commitment imply that many employees may feel “stuck” in the organization.

Table-11

Affective Organizational Commitment	1+2(T2B)		3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
I would be very happy to spend the rest of my career in this organization	174	72.5	8	3.3	68	24.2
I really feel as if this organization's problems are my own	161	67.1	5	2.1	74	30.8
I do not feel like “part of my family” at this organization	61	25.5	3	1.3	176	71.4
I do not feel ‘emotionally attached’ to this organization	72	30	12	5	156	65.1
This organization has a great deal of personal meaning form	179	74.6	13	5.4	48	20.1
I do not feel a strong sense of belonging to this organization	56	23.3	9	3.8	175	72.9

Table-12

Normative Organizational Commitment	1+2(T2B)		3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
I do not feel any obligation to remain with my organization	67	27.9	10	4.2	161	67.9
Even if it were to my advantage , I do not feel it would be right to leave	177	73.8	16	6.7	47	19.6
I would feel guilty if I left this organization now	181	75.5	13	5.4	46	19.2
This organization deserves my loyalty	165	68.8	32	13.3	43	18
I would not leave my organization right now because of my sense of obligation to it	206	85.8	4	1.7	30	12.5

Table-13

Continuance Organizational Commitment	1+2(T2B)		3		4+5= B2B	
	Freq	%	Freq	%	Freq	%
It would be very hard for me to leave my job at this organization right now even if I wanted to	55	22.9	2		188	76.3
Too much of my life would be disrupted if I leave my organization	66	27.5	18	7.5	156	65
I believe I have too few options to consider leaving this organization	89	37.5	12	5	138	57.5
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere	81	33.8			159	66.2
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	73	30.4			167	69.6

4.2.4 The Mean Rank of Job Satisfaction Antecedents and Organizational Commitment

The below table present descriptive statistic's in the form of arithmetic mean has used to rank the level of the demission of job satisfaction and the three types of organizational commitment.

	N	Mean	Std. Deviation
Paymean	240	2.8552	.60388
Promean	240	2.9153	.69182
Supmean	240	2.6333	.71185
Polycymean	240	2.8972	.81055
Coworkermean	240	3.0323	.83450
Workmean	240	2.7323	.66554
ACmean	240	2.7183	.70622
NCmean	240	2.4993	.95231
CCmean	240	3.3542	.80192
JSmean	240	2.8443	.34645
Overall commitment	240	2.8573	.59721

To rank satisfaction the cut-of point has used to rank the level of satisfaction in the study areas.

The cut-off point for the measurement of commitment is set as 1-1.8 mean result indicate very low commitment; 1.81-2.6 mean result reveal low commitment; 2.61-3.4 mean result reveal moderate level of commitment, 3.41-4.2, mean refers high commitment and 4.21 to 5 mean result refers very high commitment (Allen & Meyer, 1997).

The range of dimension of employees satisfaction in selected public institution fall between the mean response of 2.6 to 3.03.As indicated in the above table coworker factor(3.03) ,promotion factor(2.9),pay and policy factor (2.9),work factor(2.7) and supervisor (2.6) are respectively ranked from highest to lower level of satisfaction based on the means response. The average level of job satisfaction is 2.8 which categorized moderate based on the above

criteria. The finding indicates that employees are less satisfied with their supervisor, moderately satisfied with the work they perform and the rest of the study variable.

Regarding the mean of rank of commitment:-the respondents has rated continuous commitment with mean value of (3.35), followed by Affective commitment (2.7) and normative commitment (2.49).The overall commitment is 2.8, which show the existence of moderate level of commitment in the study areas. However the mean value of normative commitment indicates the respondents has below moderate levels of organizational commitment as compared to the other two dimensions of organizational commitment.

Thus the employees have commitment to the organization mainly due to the continuance aspect of the commitment like to avoid consequence of quitting the job coupled by the lack of other better alternatives. According to, Meyer and Allen (1991) in such sate of condition many employees may feel “stuck” in the organization.

4.3 Inferential Statistics (Job satisfaction Dimension)

The inferential statistics calculated for the sample are provided in the tables that follow. The inferential statistical methods used for the purpose of answering the research question include the Independent t-tests, the One-Way ANOVA, Spearman rho correlation and binary logistic regression.

4.3.1 The Independent Sample T-Test

The independent sample t-test was calculated in order to examine the relationship between gender and job satisfaction and organizational commitment. Hence an independent-samples t-test was run to determine if there were differences in job satisfaction and organizational commitment between males and females respondents in the study areas.

	sex of respondents	N	Mean	Std. Deviation
Paymean	female	96	2.9557	.57123
	male	144	2.7882	.61757
Promean	female	96	2.9826	.69142
	male	144	2.8704	.69083
Supmean	female	96	2.7005	.72875
	male	144	2.5885	.69932

Polycymean	female	96	3.2535	.64481
	male	144	2.6597	.82452
Coworkermean	female	96	3.3802	.71633
	male	144	2.8003	.82920
Workmean	female	96	2.8281	.66423
	male	144	2.6684	.66099
JSmean	female	96	3.0168	.29113
	male	144	2.7293	.33316
ACmean	female	96	2.9583	.61553
	male	144	2.5583	.71931
NCmean	female	96	2.6944	1.10307
	male	144	2.3692	.81535
CCmean	female	96	3.3313	.70536
	male	144	3.3694	.86237
Overall commitment	female	96	2.9947	.60517
	male	144	2.7657	.57590

As illustrated in the above table, the mean score of job satisfaction antecedents show that almost in all aspect women are more satisfied than their male counterpart in the study areas. However the mean difference is relatively high with respect policy and operating procedure, coworker and work related factor. This can attributed to government favorable policy to encourage the participation of women in public institutions. Thus women's greater commitment to the sample public institutions in the study areas compared with men is due to their higher levels of perceived coworker support, enabling policy and operating procedure and work related factor.

The result has also revealed that the mean response of overall commitment by female respondents (2.9) is slightly higher than that of male (2.7) counterpart. In particular the mean score of Affective commitment has significant difference between the two genders. In this regard the highest mean score of female imply that their perceptions towards being part of

the family in the Public institutions have greatly affected their intention of commitment as compared to their male respondents.

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Paymean	Equal variances assumed	.371	.543	2.121	238	.035	.16753	.07899
Promean	Equal variances assumed	.689	.407	1.233	238	.219	.11227	.09106
Supmean	Equal variances assumed	.717	.398	1.195	238	.233	.11198	.09371
Polycymean	Equal variances assumed	2.613	.107	5.946	238	.000	.59375	.09986
Coworkermean	Equal variances assumed	2.495	.116	5.598	238	.000	.57986	.10358
Workmean	Equal variances assumed	.259	.611	1.830	238	.068	.15972	.08726
JSmean	Equal variances assumed	4.677	.032	6.883	238	.000	.28752	.04178
ACmean	Equal variances assumed	1.526	.218	4.466	238	.000	.40000	.08957
NCmean	Equal variances	12.238	.001	2.62	238	.009	.3252	.1239

	assumed			4			3	6
CCmean	Equal variances assumed	2.056	.153	- .361	238	.719	- .0381 9	.1058 6
Overall commitmen t	Equal variances assumed	.279	.598	2.95 7	238	.003	.2290 1	.0774 4

To analyze whether there is significant difference among the mean score of male and female, an independent t test (see the above table) was conducted.

The assumption of homogeneity of variances was tested and satisfied except for Normative commitment with Levene's F test $F(238) = 12.238$, $p = .001$. The P-value of the rest i.e. job satisfaction antecedent, affective, continual and overall commitment is insignificant as shown in the above table.

The independent t test shows that the mean score across gender has statistically significant difference for Pay factor ($t(238)=2.121, P=.035$) and policy($t(238)= 5.946$ $p=0.000$) and Coworker support ($t(238)=5.598$, $P=0.000$).

Thus women's greater satisfaction in the sample public institutions of the study areas compared with men is due to their higher levels of perceived coworker support, enabling policy and operating procedure

The independent t test shows that the mean score across gender has significant difference for Affective ($t(238)=4.466, P=.000$) and overall commitment($t(238)=2.957$, $P=0.003$) .Though in group statistics the difference in mean scores are visible across commitment types , with female having higher mean, but the mean difference in not significant for continual commitment ,while the test for normative commitment is rejected to failure to pass the assumption of homogeneity of variances. The result is consistent with that Melissa(2017) which claim that compared with men, women are 1.32 times more likely to report higher levels of affective commitment, net of demographic and job characteristics.(Melissa,2017).Therefore, overall it is clear those females are more committed than male based on the result of independent sample T-test.

4.3.2 One Way ANOVA Analysis

The one way ANOVA test was calculated in order to examine the relationship between demographic variable having more than two groups and organizational commitment. The organizational commitment of sample Public institutions across their age, educational level, salary level is compared based on the mean score of the respondents. After testing the assumption of the equality of variance the result has summarized on the following tables.

Demographic Characteristics		Overall Organizational Commitment			
Age		Mean	Std. deviations	F	P-value/sig
	18-29	2.9026	.62886	AC=26.384	AC=.000
	30-49	2.8366	.64535	NC=.715	NC=.544
	>50	2.8578	.35837	CC=5.519	CC=.001
				OV=7.017	OV=.000
Education	Below 12	2.86	.47	AC=.213	CC=0.002
	Diploma	3.02	.49	NC=.406	
	Degree	2.79	.65	CC=5	
	MA&Above	2.94	.37	OV=1.8	
Salary	Below 3000	3.1793	0.57511	AC=26.384	AC=.000
	3001-5000	2.7260	0.62021	CC=5.519	C.C=.001
	5001-7000	2.7144	0.51713	OC=7.017	OC=.000
	>70001	2.9915	0.61106		
Gender	Female	2.9947	0.60517	1.62.279	0.001
	Male	2.7657	0.57590		

The mean score across all demographic factors indicate the employees in the study areas have moderate level of commitment. The result of one way ANOVA also confirm the mean

difference of commitment is statistically significant across age, education level and salary level.

The means core of age group indicate the young adult and the old age group are slightly more committed than the middle age. The result is supported by the study of Bayona-Sáez et al. (2009) who argue that older employees may have received more rewards from the organizations and they may tend to justify their long service to the organization by deciding they like it (affective commitment). Likewise according to, Meyer and Allen (1984), the younger employees may be more committed because of their awareness that, with less work experience, they often have fewer job opportunities.

Regarding Educational level of employees and their respective commitment, employees with Diploma, MA& above level of education are comparatively more committed than the rest of the group. Thus like Age commitment is high at low level of education then decline and again increased as highest level of education has achieved. The level of salary also follows the same pattern.

4.3.3 The Relationship between Job Satisfaction Antecedents and Organizational Commitment

Table-14-Correlation of dimensions of job satisfaction and commitment			Affective	Normative	Continual
Spearman's rho	sex of respondents	Correlation Coefficient Sig. (2-tailed)	.321** .000	.282** .000	
	Age	Correlation Coefficient Sig. (2-tailed)		.227** .000	
	educational status of respondents	Correlation Coefficient Sig. (2-tailed)	-.163* .011		
	marital status of respondent's	Correlation Coefficient Sig. (2-tailed)	-.241** .000		
	Job experience	Correlation Coefficient Sig. (2-tailed)	.171** .008		
	Income /salary level	Correlation Coefficient Sig. (2-tailed)		.144* .026	
	I feel unappreciated by what the organization pay me.	Correlation Coefficient Sig. (2-tailed)	-.177** .006	-.217** .001	.138* .032
	Raises are too few and far between	Correlation Coefficient Sig. (2-tailed)	-.181** .005		
	There is really too little chance for	Correlation Coefficient		-.261**	

promotion on my job.	Sig. (2-tailed)		.000	
People get ahead as fast here as they do in other places.	Correlation Coefficient Sig. (2-tailed)	-.130* .044		
My supervisor shows too little interest in the feelings of subordinates.	Correlation Coefficient Sig. (2-tailed)		-.139* .032	
I am not satisfied with the benefits I receive.	Correlation Coefficient Sig. (2-tailed)	-.252** .000	-.312** .000	.210** .001
I don't feel my efforts are rewarded the way they should be.	Correlation Coefficient Sig. (2-tailed)	-.180** .005	-.146* .024	
I do not feel that the work I do is appreciated.	Correlation Coefficient Sig. (2-tailed)	-.183** .005	-.243** .000	.146* .024
When I do a good job, I receive the recognition for it that I should receive.	Correlation Coefficient Sig. (2-tailed)	-.155* .016		
Many of our rules and procedures make doing a good job difficult.	Correlation Coefficient Sig. (2-tailed)	-.159* .014	-.137* .034	.188** .003
My job is enjoyable.	Correlation Coefficient Sig. (2-tailed)		-.186** .004	
I have too much to do at work	Correlation Coefficient Sig. (2-tailed)		-.158* .014	
There is too much unimportant and fighting at work.	Correlation Coefficient Sig. (2-tailed)	-.128* .048		
I have to work harder at my job because of the incompetence of people I work with.	Correlation Coefficient Sig. (2-tailed)		-.168** .009	
Work assignments are not fully explained.	Correlation Coefficient Sig. (2-tailed)	-.162* .012		

The third research objectives try to explain the correlation between the dimensions of job satisfaction and the organization commitment as measure by affective, normative and continual organizational commitment.

As presented in the above Table-14 with regard to affective and normative commitment correlation is a statistically significant and positive only for three sub-variables of personal characteristics which are sex, experience and salary level of the respondents.

Many other dimensions of job satisfaction are negatively correlated with affective and normative organizational commitment.

To begin with among personal characteristics as antecedents of affective organizational commitment marital status and educational level indicate the existence of significant negative correlation. The educational status of respondents are negatively correlate with $-.163^*$ coefficient and 0.11 level of significance. This show commitment decrease as the level of education increase ,in other word the higher the level of qualification ,the lower the level of affective organizational commitment .Thus, employees who have a first degree are more committed than whohave master's degree and above . The result in agreement with that of Fransisco et al (2016) and Jafri (2011).

For instance, an empirical study by Jafri (2011) confirm that educational qualification is a negative predictor of commitment because people with higher qualifications will keep in search of better opportunity to earn more economic and professional growth. The study has revealed that many options are available for qualified and skilled persons and that is why they keep on moving to get diverse exposure and better opportunities.

However, the result has in-conflict with some studies that has conducted in Ethiopian context, for example Teklle and Solomon (2016) claims that employees with higher educational qualification show more commitment than the employees that has lower education level.

In this study age has not found to have either positive or negative correlation with affective and continual commitment. However age has had significant negative correlation with normative commitment at ($r=-.227^{**}$, $p=0.000$).

The result is not consistent with that of Angelis et al. (2010) and Innocenti et al (2013) who suggested that age was positively related to employee commitment.

It also contradict the finding of Benligiray&Sonmez (2013 which indicates that age is related with affective and normative occupational commitment because the age of an individual in terms of affective commitment is an indicator of them getting a better position in the organization or profession and gaining tenure (Benligiray&Sonmez, 2013).

However the finding corroborate with that of VoVan Viet(2015) which claim that there was a low negative correlation between age and normative commitment ($r=-.139$, $p<0.05$).

Likewise work experience has also significant positive association with Affective commitment. Experiences offer different phases of learning process which are narrow initially, but with the passing of time, the learning process enhances the mental power and

reaches the stage where an emotionally stable and logical individual develops (Wilson Mugizi et al, 2015).

Other study by Bayona-Sáez et al. (2009) also argue that older employees may have received more rewards from the organizations and they may tend to justify their long service to the organization by deciding they like it (affective commitment). The finding has supported by prior study on the subject matter.

The result also show sex as having significant positive correlation with affective ($r=.321^{**}$, $p=0.000$), and normative commitment ($r=.282^{**}$ $p=0.000$).

The result is inconsistency with recent finding of Dick (2011) and Giffords (2009) who revealed that gender had a weak correlation with employee commitment. The finding is also not in line with the study of Ellemers et al (1998) whom found that gender was not clearly related to three forms of commitment.

The level of salary or wage has direct relation has direct correlation with commitment as expected. The higher the wages of workers, the greater employees' commitment. In contrast, the lower wages of workers, the lower employees' commitment.

Finally among personal characteristics, the result regarding the relationship between marital status and employee commitment show negative association the marital status of respondent's and affective commitment.

The finding is in agreement with that of Benligiray and Sonmez (2013) which reveal that marital status negatively affects occupational and career commitments because the time and energy needed to keep a marriage stable like making arrangements for their children and career responsibilities might has a negative effect on work life and occupational commitment.

However, Bayona-Sáez et al. (2009) argue that marital status enhances employee commitment since employees with family responsibilities has tends to be more reliant (continuance commitment) on the organization to fulfill their financial needs.

The majority of variable under dimension of satisfaction has negative significant associations in particular with affective and normative organizational commitment.

The negative significant association observed between pay, promotion, supervision, fringe benefit, reward, operating procedure and affective organizational commitment implies that

respondents' feeling towards those variables has not related emotional attachment that made them to stay with the sample public organization.

Likewise the negative significant association observed between pay, promotion, supervision, reward, operating procedure and normative organizational commitment implies that respondents' feeling towards those variables has not related to their sense of duty, loyalty or moral obligation that made them to stay with the sample public organization.

The result imply the need to enhance employees commitment of the public organization in the study areas through improving the current status of pay, promotion career development, reward and incentive system ,fringe benefit supervision, involvement, engagement with co-worker, work environment(temperature , respect and recognition).

The contradictory result of continual commitment might be attributed to employee's lack of alternatives being the only reason for their commitment.

To sum up, the current study as well as previous research have yield inconsistent finding in particular regarding the relation of personal characteristics and employees commitment.

Therefore, in the future research further empirical study could be conducted to describe and explain the relationship between personal characteristics and all the three aspects of commitment, namely; affective, continuance and normative using the context of both developed and under developed country.

4.4 The Influence of Job Satisfaction on Employee's Overall commitment in the Study Area.

The fourth research objectives have tried to explain the influence of job satisfaction on employees overall commitment in Public Service of Dire Dawa Administration. Binary regression result has used to present and discuss the result as follows.

Variables in the Equation							
Table-15		B	S.E.	Wald	df	Sig.	Exp(B)
	sex	-2.606	.655	15.843	1	.000	.074
	Age	-1.030	.314	10.772	1	.001	.357
	Salary increase	-.561	.169	11.039	1	.001	.570
	Few raise	-.328	.158	4.328	1	.037	.720
	Like supervisor	.323	.149	4.688	1	.030	1.381
	Fringe benefit satisfaction	-.486	.179	7.378	1	.007	.615
	Recognition for a job	.400	.146	7.451	1	.006	1.491
	Argument and fighting at workplace	-.707	.179	15.593	1	.000	.493
	Sense of pride	.420	.177	5.633	1	.018	1.522
	Space and facility	-.337	.155	4.751	1	.029	.714
	Constant	9.287	3.170	8.583	1	.003	10798.959
	Hosmer and Lemeshow Test			5.802		.669	
	Omnibus Test of Model Coefficient			93.127		0.000**	
a. Variable(s) entered on step 1:							

-.707 .179 15.593 1 .000 .493

As shown in the above Table 15 the non-significant Chi-squares for Hosmer and Lemeshow confirm the null model (predictor has zero coefficient) does not fit, while a significant chi-square for Omnibus test confirm the data fit the model well (the explanatory variable or the predictor has significant effect).

Explanatory variables associated with the employees organizational commitment only three variable recognition of good work, sense of pride and affection of supervisor has positive effect at 1% and 5% Confidence level. The finding corroborates the result of description as already discussed in the above.

Probably due to its current poor condition of salary, fringe benefit, few raise, space and facility has significant negative effect on the organizational commitment.

The sex has negative impact of on the commitment, this contradict with the correlation result that are discussed in the objective three of this study. However the result for age is negative both correlation result and binary regression analysis.

In line with this Mowday et al. (1982) had claimed that women may place greater value on their institutions and jobs than do their male counterparts since they have had to overcome more barriers to attain their positions in institutions.

The negative effect of Age has also shared by, Meyer and Allen (1984),who argued that younger employees may be more committed because of their awareness that, with less work experience, they often have fewer job opportunities. As they gain experience alternate employment opportunities may increase; this decreases the magnitude of one important cost of leaving, that of having no job.

The binary regression result also reveals that argument and fighting at workplace has negative impact on the employees' organizational commitment. The result is in agreement with some of existing literature.

For instance Zuwena(2014) claimed that unsettled conflicts increase the rate of employee turnover in organizations and affect people and relationships other than those initially affected such as external stakeholders and investors. However forma conflict resolution many result in unintended result .According to Polster (2011) informal grievance procedures had the unintended consequence of increasing employees' commitment to their complaints and exacerbating workplace conflicts. This informal approach considered a priority to deal with argument and fighting at workplace.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of Major Finding

This study has attempted to describe, correlate and analyze the effect of the job satisfaction determinants on organizational commitment in the study areas.

Hence, the major findings of this study are summarized and presented as follows.

The majority of sample employees were at the productive age and they have medium level of experience which in turn implies the need of intensive training and development program to earn for positive outcome.

Among the variable under pay factor due to lack adequate payment, little chance of salary increments and few raise employees are dissatisfied with existing pay system.

Further lack of responsive salary adjustment in light of ever changing economic condition means employees are unable to afford the cost of house rent, utilities and household good.

This indicates the current pay system is not responsive to contain inflation and manage increased cost of life.

Hence, some of the employees are currently in search of better salary elsewhere either at private organization like bank or NGOs which in turn cause high rate of turnover in public organization of the study areas.

These imply that the public service organization has not given proper attention with regard market oriented salary adjustment, employee's retention strategy and for the motivational values of salary in boosting employee's satisfaction.

The majority of the employees in the sample public organization under study are dissatisfied with current promotion system raising issues like poor handling, lack of clarity, adequacy, fairness and subjectivity during the promotion process.

The problem of fairness, issue like clarity and subjectivity has also mentioned in the process offering fringe benefit.

To sum up there is lack of adequate, comparative, fair and balanced fringe benefit system that plays a critical role in satisfying and enhancing employee's commitment.

Despite the positive response to employees affection of supervisor and their treatment, supervisor competency and practice of participatory decision making has got opposite response. The lower span of life among the supervisor and lack of clear strategy are also affecting the proper participation of employees.

Despite the existence of psychological rewards like appreciation and recognition to some extent ,extrinsic tangible rewards such as pay, incentives, bonuses, promotions has poorly implemented in sample public institutions.

With regard operating procedure problem start from poor recruitment procedure which cause and idle employees and limited work to do. Further denial employees right to convert yearly leave into payment, disregard to national rules and standard while during JEG execution, deviation of desert allowance from federal institutions and merit based promotion to position like director among challenge in sample public service institutions.

Thus the operating procedure of the study area need improvement and its implementation should be made in-consistence and due respect for national rules and operating procedures.

Despite the existence of some good interaction with coworker, limited informal relationship like social gathering, social life and celebration are affecting the overall relationship.

Moreover free riders are common in sample public institutions and sometime the recruitment of incompetent employees eventually results in coworkers work load.

The majority of sample public organization has poor space and facilities to do their job. The environmental factors (temperature, lighting and ventilation) are also found to be unfavorable to work and the challenge is high considering desert environment of the study areas.

This implies that both the material aspect of work environment and satisfaction with job is at poor level in the study areas.

Thus work place space and facilities, environmental condition and choose of profession require proper handling to positively impact on the employees satisfaction and placement.

The respondents have positive remark on the goodness of communication and clarity of work assignment. However the limitation of public organization in creating employees awareness about its goal and ongoing activities has observed. Further jobs are not designed in the way

that enhance its attractiveness and encourage participation which in turn positively impacted on employees' job satisfaction.

With regard commitment the employees have commitment to the organization mainly due to the continuance component of the commitment. Thus employees are committed to avoid consequence of quitting the job and owing to the lack of other better alternatives. In other words, many employees may feel “stuck” in the organization.

All of sub-variable under affective and normative components of organizational commitment has insignificant influence on the employee's commitment.

Hence the affective and normative components of organizational commitment have needed proper attention in the study areas.

With regard correlation result, correlation is a statistically significant and positive between affective and normative commitment and three sub-variables of personal characteristics which are sex, experience and salary level of the respondents.

The educational statuses, age, marital status of respondents are negatively correlated with affective and normative commitment.

The majority of variable under dimension of satisfaction has negative significant associations in particular with affective and normative organizational commitment.

The negative significant association observed between pay, promotion, supervision, fringe benefit, reward, operating procedure and affective organizational commitment implies that respondents' feeling towards those variable has not related emotional attachment that made them to stay with the sample public organization.

Likewise the negative significant association observed between pay, promotion, supervision, reward, operating procedure and normative organizational commitment implies that respondents' feeling towards those variables has not related to their sense of duty, loyalty or moral obligation that made them to stay with the sample public organization.

The result imply the need to enhance employees commitment of the public organization in the study areas through improving the current status of pay, promotion career development, reward and incentive system ,fringe benefit supervision, involvement, engagement with co-worker, work environment(temperature , respect and recognition).

The binary regression result also reveals that argument and fighting at workplace has negative impact on the employees' organizational commitment. The result is in agreement with some of existing literature.

Further due to its current poor condition of salary increment, fringe benefit, raise, space and facility has significant negative effect on the organizational commitment based on binary regression result.

5.2 Conclusion

The researcher tried to identify the effect of job satisfaction on employee's organizational commitment.

Though pay and related factor has great role in enhancing employees' satisfaction and organizational commitment, the sample public service organization has not given proper attention with regard market oriented salary adjustment and employee's retention strategy.

The sample public service organization under study has not addressed the problem of current promotion system and fringe benefit to mention issues like poor handling, lack of clarity, adequacy, fairness and subjectivity.

The lower span of supervisor, lack of strategy, incompetency of supervisor and poor practice of participatory decision making has negatively impacted employee's satisfaction in the study areas.

The extrinsic tangible rewards such as pay, incentives, bonuses, promotions has not get proper attention as compared to psychological rewards like appreciation and recognition in sample public institutions.

From the number of issue regarding rules and operating procedure and coworker it can be concluded that weak check balance and mal-administration are at higher stake.

The study area public institutions does not provide necessary financial resource to improve working space and facilities and the environmental factors (temperature, lighting and ventilation) are also found to be unfavorable to work and the challenge is high considering desert environment of the study areas.

This implies that both the material aspect of work environment and satisfaction with job is at poor level in the study areas.

Thus work place space and facilities, environmental condition and choose of profession require proper handling to positively impact on the employees satisfaction and placement.

With regard commitment the employees are committed to avoid consequence of quitting the job and owing to the lack of other better alternatives. In other words, many employees may feel “stuck” in the organization. Hence the affective and normative components of organizational commitment have not rendered proper attention in the study areas.

To sum up the result from descriptive, correlation and binary regression analysis underlines the poor level of employees’ satisfaction and organization commitment in the study areas.

Thus the status quo needs to be rebooted through implementing the following recommendation for the betterment of motivational practice and to exploit potential of employee’s motivation for the competitiveness and productivity of the public institutions .

5.3 Recommendation

This section of the chapter provides feasible solution to issue under discussion. In the previous chapter the data pertaining to the first through fourth research questions were discussed and from it major findings were presented and a conclusion was drawn based on the summary of major findings. And now, based on the summary of major findings, feasible solution that will help to improve the employees’ job satisfaction and commitment are recommended to the public institutions and for future research.

5.3.1 Recommendation for the public institutions

As the salary is key motivational tool the public institutions need to undertake regular study to ensure its current pay system is responsive to increased cost of life and be adjusted of prevailing market inflation. Other than paying market oriented salary, the public institutions also need to design employee’s retention strategy and pay comparably and competitive amount to decrease turnover rate and enhance employees’ commitment.

Provide means that help employees to cop up with rising cost of house rent, utilities and household good.

Implement objective and balanced promotion system that plays a critical role in satisfying and enhancing employee’s commitment in the stud areas.

In particular amend the tangible aspect of contingent reward has required to enhance satisfaction and employee’s commitment.

The employee participation practice need clear strategy and comprehensive approach better handling to ensure a favorable atmosphere to enhance employees' satisfaction.

Provide training to improve aspect of competency and participatory decision making in the study areas.

This indicates the current pay system is not responsive to contain inflation and manage increased cost of life.

Fix issue like poor handing, lack of clarity, adequacy, fairness and subjectivity during the promotion process. Likewise improve the fairness, clarity and objectivity in the process offering fringe benefit.

To sum up there is lack of adequate, comparative, fair and balanced fringe benefit system that plays a critical role in satisfying and enhancing employee's commitment.

With regard operating procedure problem start from poor recruitment procedure which cause and idle employees and limited work to do. Further denial employees right to convert yearly leave into payment, disregard to national rules and standard while during GEG execution, deviation of desert allowance from federal institutions and merit based promotion to position like director among challenge in sample public service institutions.

Improve the operating procedure of the study area and establish practice of consistency adhered to the regional and national standard during the implementation of policy framework. Consider check and balance between different organs of local government.

Design strategy that can enhance informal relationship like social gathering, social life and celebration among the employees of public institutions in the study areas.

Detect free riders and avoid recruitment of incompetent employees eventually results in coworkers work load.

Provide necessary financial resource to improve space, facilities and the environmental factors (temperature, lighting and ventilation) to create favorable condition for employee's satisfaction and organizational commitment.

Create awareness among employees about organizational goal and ongoing activities.

Design in the way that enhance its attractiveness and encourage participation which in turn positively impacted on employees' job satisfaction.

Design strategy that can enhance the affective and normative components of organizational commitment in the study areas.

In general to enhance employees commitment of the public organization in the study areas consider improving the current status of pay, promotion, reward and incentive system ,fringe benefit supervision, involvement, engagement with co-worker, work environment(temperature , respect and recognition).

5.3.2 Recommendation for the public institutions

5.3.2.1Recommendation for Revenue authority and Land Management Bureau

Adjust employees' salary payment in light of associated risk and susceptibility to bad practice like corruption.

Allocate required resources to implement systematic automation, computerization and advanced technologies that reduce employee risk and enhance efficiency.

Design clear work procedure, rules and regulation that curve risk as well as information gap between the management and individual employee.

Design comprehensive strategies to reduce risk, bad practice and improve employees work security

5.3.2.2 Recommendation for Trade, Industry and Investment Bureau

Reduce official interference on employees work activities and implement policy that deter official to involve in conflict of interest in areas like fair trade, investment and industrial development.

Create employees awareness on public sector reform tool and establish transparency in budget allocation and execution.

Rearrange office location to enhance employee's social engagement and provide one door service to the customer.

5.3.2.3 Recommendation for Kebele 02

Kebele 02 has good practice of employee engagement such as social annual visit and social gathering. This needs to further diversification and used as best practice for other particular institution.

Establish adequate man power structure to accommodate the areas size and number of Kebeles dweller.

Consider establishing new office re-creating new Kebele or re-arranging new concept like Woreda in discussion with Mayor Office.

5.3.3 Recommendations for further research

The result of this study can be used as an input to other studies that will be conducted in the same themes and study area. The result will be an input for designing a good employee's satisfaction and organizational commitment framework. The study can also serve as a source of information for: employee's motivation practitioners, managers as well as the owner of public and private institutions.

The fact that human behavior and work environment are not static require conducting regular empirical study to get changing view, insight and knowledge of what motivates and enhance employees performance . Since the issue of employee satisfaction and commitment has continued to be a challenges facing organizations today, the finding such study will help organizations be at par with changes in employee's preferences and performance.

This study should also be used as a reference point for the researches to be made on the topics that were not covered in it.

To sum up, the current study as well as previous research have yield inconsistent finding in particular regarding the relation of personal characteristics and employees commitment.

Therefore, in the future research further empirical study could be conducted to describe and explain the relationship between personal characteristics and all the three aspects of commitment, namely; affective, continuance and normative using the context of both developed and under developed country.

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DIRE DAWA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTEMENT OF MANAGEMENT

Dear respondents,

This questionnaire is designed to investigate the effect of employees' job satisfaction on organizational commitment in Dire Dawa Administration the case of selected public service organizations. The researcher kindly requests you to fill the questionnaire honestly and thoroughly depending on the given instruction. Your responses will be kept confidential and this data will be used only for my M.B.A. In addition, the researcher would like to inform you that there is no right or wrong answer for each item rather the answers reflect your perceptions. And please indicate your choice by using a circle in the box as it applied to you. Again there is no need of writing your name. Finally, the researcher would like to express his appreciation for the time and effort you have completed the questionnaire.

Thank you in advance for your cooperation!!

I. Demographic Information

a. Sex: 1. Male ☐ 2. Female ☐

b. Age _____

1. < 30 ☐

2. 30-40 ☐

3. 41-50 ☐

4. >50 ☐

II. Educational status

1. Below 12th grade ☐

2. Diploma ☐

3. First degree ☐

4. Second degree and above ☐

III. Work experience in this organization

1. < 5 years ☐

2. ≥ 5-10 years ☐

3. 10-15 years ☐

4. >15 years ☐

Part I- Job satisfaction

No.	Items	Disagree Very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
	Pay						
1	I feel I am being paid a fair amount for the work I do.						
2	I feel unappreciated by the organization when I think about what they pay me.						
3	I feel satisfied with my chances for salary increases.						
4	Raises are too few and far between.						
	Promotion						
5	There is really too little chance for promotion on my job.						
6	Those who do well on the job stand a fair chance of being promoted.						
7	People get ahead as fast here as they do in other places.						
8	I am satisfied with my chances for promotion.						
	Supervision						
9	My supervisor is quite competent in doing his/her job.						
10	My supervisor is unfair to me.						
11	My supervisor shows too little interest in the feelings of subordinates.						
No.	Items	Disagree Very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
12	I like my supervisor.						

	Fringe Benefits						
13	I am not satisfied with the benefits I receive.						
14	The benefit package we have is equitable.						
15	The benefits we receive are as good as most other organizations offer.						
16	There are benefits we do not have which we should have.						
	Contingent Rewards						
17	There are few rewards for those who work here.						
18	I don't feel my efforts are rewarded the way they should be.						
19	I do not feel that the work I do is appreciated.						
20	When I do a good job, I receive the recognition for it that I should receive.						
	Operating Procedures						
21	Many of our rules and procedures make doing a good job difficult.						
22	My efforts to do a good job are seldom blocked by red tape.						

No.	Items	Disagree Very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
23	I have too much to do at work.						
24	I have too much paperwork.						
	Co- workers						
25	I like the people I work with.						
26	I find I have to work harder at my job because of the incompetence of people I work with.						
27	I enjoy my coworkers.						
28	There is too much bickering (argue about things that are not important) and fighting at work.						
	Nature of work						
29	I sometimes feel my job is meaningless.						
30	I like doing the things I do at work.						
31	My job is enjoyable.						
32	I feel a sense of pride in doing my job.						

No.	Items	Disagree Very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
	Communication						
33	Communications seem good within this organization.						
34	The goals of this organization are not clear to me.						
35	I often feel that I do not know what is going on with the organization.						
36	Work assignments are not fully explained.						

Part II-Organizational commitment

No.	Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
	Affective Organizational Commitment					
1	I would be very happy to spend the rest of my career in this organization					
2	I really feel as if this organization's problems are my own					
3	I do not feel like "part of my family" at this organization					
4	I do not feel 'emotionally attached' to this organization					
5	This organization has a great deal of personal meaning for me					
No.	Items	Strongly Disagree	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree

		(1)				(5)
6	I do not feel a strong sense of belonging to this organization					
	Normative Organizational Commitment					
7	I do not feel any obligation to remain with my organization					
8	Even if it were to my advantage , I do not feel it would beright to leave					
9	I would feel guilty if I left this organization now					
10	This organization deserves my loyalty					
11	I would not leave my organization right now because of mysense of obligation to it					
12	I owe a great deal to this organization					
	Continuance Organizational Commitment					
13	It would be very hard for me to leave my job at this organization right now even if I wanted to					
14	Too much of my life would be disrupted if I leave myorganization					

No.	Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
15	Right now, staying with my job at this organization is a matter of necessity as much as desire					
16	I believe I have too few options to consider leaving this organization					
17	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere					
18	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice					