



**College of Business and Economics
Department of Management
Debre Markos University**

**FACTORS AFFECTING EMPLOYEES' ORGANIZATIONAL
COMMITMENT: THE CASE OF BICHENA TOWN ADMINISTRATION
URBAN DEVELOPMENT, HOUSING AND CONSTRUCTION OFFICE.**

**A Research thesis Submitted to Debre Markos University Department of
Management in Partial Fulfillment of the Requirements for the Award of
Masters Degree in Business Administration (MBA)**

Advisor: Dr.Yiheyis.A

BY:Mengistu Walle

October, 2022

DEBRE MARKOS, ETHIOPIA

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COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**

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By: MENGISTU WALLE

Advisor: Dr.Yiheyis.A

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DebreMarkos, Ethiopia**

STATEMENT OF CERTIFICATION

This is to certify that the thesis prepared by Menigistu Walle entitled factors affecting organizational commitment and submitted in partial fulfillment of the requirement for the master of degree in business administration (MBA) with the regulation of the university and meets the accepted standards with respect to originality and quality.

Name of candidate: Mengistu Walle Signature _____ Date _____

Advisor: Dr.Yiheyis A. Signature _____ Date _____

Signature of Board of Examiners (BoE)

External Examiner _____ Signature _____ Date _____

Internal Examiner _____ Signature _____ Date _____

Table of Contents

DECLARATION	iii
ACKNOWLEDGEMENT	iv
Acronyms	v
ABSTRACT	iii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem	2
1.3 Research Questions	5
1.4 General Research Objective	5
1.4.1 Specific Objective	5
1.5 hypotheses	5
1.6 Scope of the Study	6
1.7 Significance of the Study	6
1.8 Limitation of the Study	6
1.9 Organization of the Study	7
CHAPTER TWO	8
A REVIEW OF RELATED LITERATURE	8
2.1 Introduction	8
2.2 Theoretical Review	8
2.2.1 Definition of Terms	8
2.2.2 Concepts of Organizational Commitment	8
2.2.3	8
2.3 Theory's of organizational commitment	10
2.3 .1 Homan's exchange theory and organizational commitment	10
2.3.2 Becker's theory and organizational commitment	10
2.4 Empirical review to organizational commitment	11
4.1 Employee Participation in Decision making to organizational commitment	11
4.2 Monetary Reward in organizational commitment	12
4.3. Employee Job Satisfaction on organizational commitment	13
4.4. Leadership in organizational commitment	16
4.5 Training and Development Opportunity in organizational commitment	17
5 Conceptual Frame Work	18
CHAPTER THREE	20
RESEARCH METHODOLOGY	20

3.1 Introduction	20
3.2 Study area	20
3.3. Research Design	20
3.4 Data Collection Method	21
3.5 Sampling Technique and Sample Size determination	21
3.6 Data analysis	21
3.7. Validity and Reliability Test	22
3.7 .1 Validity	22
3.7 .2 Reliability	22
3.8. Model specification	23
CHAPTER FOUR	25
DATA ANALYSIS AND PRESENTATION	25
Introduction	25
4.1 Descriptive Analysis	25
4.1.1 Demographic Profile of the respondent	25
4.2 Descriptive statistics	27
4.3 Rank of factors that affect organizational commitment	31
4.4 Assumption of multiple linear regression model	32
4.4.1 Sample size adequacy	32
4.4.2 Collinearity / Multicollinearity /Test	32
4.4.3 Linearity	34
4.4.4 Auto – Correlation	35
4.5 Pearson Correlation Coefficient Analysis	36
4.6 Test of Model Fit ANOVA	37
4.7 Significance of Coefficients	38
4.7.1 Hypothesis testing of the variables	39
4.8 Margin of results	40
4.8.1 The Effect of training opportunity on organizational commitment	40
4.8.2 The Effect of development opportunity on organizational commitment	40
4.8.3 The effect of monetary reward on organizational commitment	41
4.8.4 The effect of effective leadership on organizational commitment	41
4.8.5 The effect of job satisfaction on organizational commitment	41
4.8.6 The effect of participation on decision making on organizational commitment	42
Chapter Five	43
5. Summary, conclusion and recommendation	43
5.1. Summary	43

5.2. Conclusion.....43

5.3 Recommendation.....44

LIST OF TABLES

Table 3.1 Overall Cronbach's alpha statistic.....	22
Table 3.2 Cronbach's Alpha value of independent variables.....	23
Table 4.1 Profile data of the respondent.....	26
Table 4.2 summery of survey finding for training opportunity.....	27
Table 4.3 summery of survey finding for development opportunity.....	28
Table 4.4 summary of survey finding for monetary reward.....	28
Table 4.5 summery of survey finding for effective leadership.....	29
Table 4.6 summery of survey finding for job satisfaction	30
Table 4.7summery of survey finding for decision making	30
Table 4.8 Rank of factors of organizational commitment.....	31
Table 4.9 correlation of the explanatory variables.....	33
Table: 4.10 Diagnosis of collinearity.....	34
Table: 4.11 model summary.....	36
Table 4.12: Pearson Correlation Analysis.....	37
Table 4.13: Anova Test.....	37
Table 4.14: Significance of Coefficient.....	38

List of figures

Figure 2.1: Conceptual Framework.....	19
Figure. 4.1 p-p plot of standardized residual	35

DECLARATION

I, the under signed, declare that this thesis is my original work and not been presented for degree in any other university and that all source of materials used for the thesis have been duly acknowledged.

Name: Mengistu Walle

Signature: _____

Department: Management

Date: _____

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Acronyms

ANOVA= analysis of variance

SPSS=Statistical Package for Social Science

ABSTRACT

A study was conducted to determine factors affecting organizational commitment in Bichena town administration urban development housing and construction office and to identify the factors that influencing the organizational commitment of Employees, The data used to conduct this research was collected from employers of Bichena Town through questionnaire. The research used explanatory and descriptive research design. Censes sampling technique was used to select 100 respondents from 106 total target populations. The collected data from the survey was analyzed by using Statistical Package for Social Science (SPSS) software and the result was analyzed and presented through the test of Reliability Test, Pearson's Correlation Analysis, Multiple Regression Analysis and ANOVA. The result of the study showed that participation in decision making, job satisfaction, development opportunity and effective leadership have highly significant impact on organizational commitment. Whereas were monetary reward and training opportunity are moderate important factors for organizational commitment. Based on these findings, it is better for organization to be considered those factors at the time of strategy formulation and implementation

Key Words: commitment, organizational commitment

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational commitment has an important place in the study of organizational behavior. This is partly due to the large number of works that have found relationships between organizational commitment and attitudes and behaviors in the workplace. The study of organizational commitment helps us to some degree to explain how people find purpose in life.

In today's competitive world no organization can perform at peak level unless each employee is committed to the organization's objectives and works with an effective team spirit (Coetzee, 2005). Employees are one of the key elements in the operation of a successful organization. The central asset of any organization has been described as intellectual capital and its knowledge which reside in highly talented professionals. According to Kelly (2006), for any organization to achieve its stated objectives and goals there is the need for management to put in place policies or strategies that will help to attract the best of employees to strive towards the achievement of organizational objectives. Much of what a firm can offer stays with key professionals and is transportable beyond the boundaries of a given organization (Khan, 2010).

These organizations are faced with ever increasing competition and as they prepare for new challenges, one of the key components of survival is maintaining and upgrading the organizations ability to use human resources effectively and efficiently of the factors that improve staff's efficiency and effectiveness, organizational commitment is an important focus in the human resources strategies of commitment-based urban development, housing and construction office.

More than last ten years, the study of commitment has advanced in many different directions. A variety of disciplines have adopted the topic as a theme in their research and these have offered fresh and significant insights (Brown, McHardy, McNabb, and Taylor, 2011). These recent advances include new approaches to the conceptualization of employee commitment.

Organizational Commitment is the relative strength of an individual's identification with and involvement in a particular organization (Armstrong, 2009). The willingness remains in the organization due to feelings like attachment or loyalty. It consists of three factors; namely, a belief in and acceptance of the values of the organization, a strong willingness to put in effort for the organization and the desire to remain within the organization (Armstrong, 2006). Organizational commitment is a multidimensional construct comprising of three components namely affective, continuance and normative. The Bichena town administration urban development, housing and contraction office is the service delivery governmental organization which is wide and 106 employees. These organizations deliver services for many peoples of the city. Therefore, this study will focus on factors affecting employee' organizational commitment the case of Bichena town administration urban development, housing and contraction office.

1.2 Statement of the Problem

Town administration urban development, housing and construction office is an institution which is owned by the government and established with the purpose of meeting the developmental agendas and goals of the government by which providing successful services to the society and prioritized sectors that could contribute positive to the country's economic growth and development. the concepts, work commitment and job satisfaction have been the lead research subject for over the years. The great interest in construct of organizational commitment is as result of its roll in individual's function in organization (Taylor, 2011).

Organizational commitment is a concept that has to do with the level of commitment and loyalty that work force demonstrates to the employees. As a part of this concept determining the level of tasks that employees feel to word an employer is important. The fundamental idea that if an employee is truly committed to the objectives and plans of organization, he or she will manifest that commitment in terms of individual work ethics, the support of organizational goals and generally dedicated to the enduring success of the employees business(Martha ,2018).

The success of an organization may depend on how its employees committed to it. Understanding which factors determine the development of employees' commitment and what kips it or the same level seems to be particularly important. The study done by Lavelle and Brockner (2009) has shown that organizational commitment is directly related to employee

turnover and productivity there is high commitment the rate of turnover is lower and productivity is higher.

To achieve these goals, the human resource (employees) at all levels is deemed to be the most valuable assets and they ought to be committed to their employer. Strong employees' organizational commitment leads to several favorable organizational outcomes such as lower voluntary turnover (Yamasaki and Petchdee, 2015). In addition, satisfied employees would be the main reason for high customers' satisfaction by which they are willing to provide good services to their clients (Hoseong J. and Beomjoon C., 2012; Kenichi S. *et al.*, 2013; and Adeel D.*et al.*, 2012).

Organizational commitment is one of the basic concepts unfolding the relationship between an employee and organization. Consequently, the issue of Organizational commitment has been given considerable attention by different researchers (Phuong and Trang, 2018; Hurter, 2008; McGrawhil, 2010; Robinson *et al.* 2006; Hosseini, *et al.* 2012; and Martha (2018)). However, most of those studies have been mainly conducted in developed and other African countries. While, such studies have contributed substantially to the literature of prerequisite for organizational commitment, their findings are not significantly applicable to other developing countries like Ethiopia, due to differences in cultural, economic and legal environments.

There are many determinant factors of employees' commitment to the organizations like key determinants supervisor, leadership, co-workers, compensation, benefit Phuong and Trang (2018). . Committed employees are the main greatest role governmental service organization can have and play a major role serves quality and efficiency. (Hurter, 2008) argues that greater level employee commitment lead to active participation employees, efficiency improvement and serves improvement (Well-Hsien, 2009).

Organizational factors that influence employee commitment such as dependability, social processes and the organizational climate strengthen employee commitment and are known to enhance personal/individual factors to employees' commitment (McGrawhil, 2010). Current changes in employment practices influence organizational commitment which is on the unwritten loyalty agreement between employees and organization (Robinson *et al.* 2006). Employment practices such as layoffs, downsizing and mergers are stimulated by the need to be competitive

but cause employees to have low levels of commitment, as a result employees may view their organizational commitment differently (Robinson *et al.*, 2006).

The need to study or identify the employees' satisfaction on the organization is very important because employees' commitment to the organization increase job performance of that organization increase service delivery performance and make the customers trust worth in the organization Taylor (2011). There is also different factor or determinant that influence the level employees to the organization are monetary reward such as bones, salary increments and house allowances Hossein, *et.al* (2012). The study conducted by Martha (2018) attempted to see factors affect employees' commitment to organization. These include management style, work environment, positive relationship and job related factor.

As it is stated in the above sections, even though there have been studies on factors that affect organizational commitment in some developed and developing nations, as per the knowledge of the researcher, the finding of those researcher have been variations. Here of this research study look on to fill the existing knowledge gap by investigating factors that affecting organization commitment a case Bichena administration office urban development housing and construction office. Also this study is investigated how employees rank the factors of organizational commitment by their priorities. Employees' organizational commitment has indeed that much power; it must be seriously studied because they may have great effect on the achievement of different governmental goals. Actually, it is true that there are Ethiopian researchers who conduct studies on employee commitment.

From the above, it is understood that focus is given to study the issue of employees' organizational commitment. However, is no consideration about factors affecting employees' organizational commitment on town administration urban development, housing and contraction office of Bichena town. Most of the study focuses on determinants of job satisfaction on organizational commitment especially in financial institution, but the real problem that has been seen with the dissatisfaction customers and employees in the town administration urban development, housing and construction office. Therefore, the study attempt factor affecting employees' organizational commitment with particular reference to Bichena town administration urban development, housing and contraction office.

1.3 Research Questions

The following research questions are formulated to guide this study:

- What are significant factors affecting employees' organizational commitment?
- What are the major factors of overall employees' organizational commitment?
- What is the relationship between employees' and organizational commitment?

1.4 General Research Objective

The general objective of this study would be examining factor affecting employees' organizational commitment in Bichena town administration urban development, housing and construction office.

1.4.1 Specific Objective

The specific objectives are:

- To identify significant factors influencing employees' organizational commitment
- To identify the major factors of employees' organizational commitment
- To analyze the relationship between employees and organizational commitment

1.5 hypotheses

The study have develop the following hypothesis related to factors that affect employees organizational commitment a case of Bichena town administration urban development housing and construction office. Based on previous empirical studies regarding the factors that affect employees organizational commitment are the following.

1. Ha: employee participation in decision has significant positive effect on organizational commitment
2. Ha: training and development opportunity has significant positive effect on organizational commitment
3. Ha: monetary reward to employees has significant positive effect on organizational commitment.
4. Ha: employee job satisfaction has significant positive effect on organizational commitment
5. Ha: effective leadership has significant positive effect on organizational commitment

1.6 Scope of the Study

This study would be geographically, conceptually and methodologically limited. Geographically, it was limited in Bichena town administration particularly in the Bichena town administration urban development, housing and construction office. Conceptually, the study was limited on identifying factors influencing employees' organizational commitment on the stated office, methodologically; the study was limited to co relational and multiple linear regression analysis. Additionally, the main source data in this study are only questionnaire and semi structured interview. The questionnaires distribute and collect to employs in town administration at Bichena

1.7 Significance of the Study

In the contemporary world, there are several competitions among organizations. Therefore, organizations should keep and use their human resource effectively. This study enables to provide better understanding of the relationship between organizational commitment and its determinant variables.

The finding of this study would enable organizations to make suitable alteration or take corrective action in their organizational development. Moreover, this study would be helpful for further research investigation in the future on determinants of organizational commitment factors in the institutions and as a spring board in the same context of the relationship between the determinant employees' factors and organizational commitment and relating study. Furthermore, it would serve as stepping stone for further research in similar area. And lastly this study gives good idea to the researcher about this specific topic and general knowledge about any research.

1.8 Limitation of the Study

There are some Uncontrollable variables that affect the smooth implementation of the study. For instance, lack of cooperation of the respondent and their commitment to complete the filling of the questionnaires and also respondents may not give reliable information these problems limit the outcome of the research and its generalizability.

1.9 Organization of the Study

The first chapter deals with introduction which encompasses background of the study, statement of the problem, hypothesis of the study, objective of the study, significance of the study, scope and limitation of the study and organization of the study. The second chapter presents the review of related literatures on factors that affect organizational commitment. This part gives a highlight on the theoretical, empirical and conceptual framework of the topic under study. The third chapter would discuss research design and methodology which includes population and sampling size, data type and source, data collection instrument, data analysis technique and methods. It also includes ethical consideration.

The fourth chapter is namely the presentation, analysis and interpretation, it would carefully diagnose the data collected through questionnaire. It also deals with the results and discussion which includes; introduction, background information of respondents, results of descriptive statistics, reliability analysis, Pearson correlation coefficient, test of multiple linear regression assumption, regression analysis, discussion of the findings and hypothesis testing.

Finally the fifth chapter would present the summary of findings, the major conclusions drawn from analysis and findings of the study, possible recommendations for identifying problems and limitations of the study and implications for further studies.

CHAPTER TWO

A REVIEW OF RELATED LITERATURE

2.1 Introduction

In this chapter the literatures related organizational commitment are summarized. This section comprises both theoretical and empirical literatures. Thus after reviewing the literature the conceptual framework is depicted at the end of the chapter.

2.2 Theoretical Review

2.2.1 Definition of Terms

Commitment: It is the willingness of employees to exert higher efforts on behalf of the organization, a strong desire to stay in the organization, and accept major goals and values of the organization.

Organizational commitment: It is defined as a psychological state that is representative of an employee's relationship with the organization and influences the employee's decision to remain employed at a particular organization (Meyer and Allen, 2007).

2.2.2 Concepts of Organizational Commitment

Commitment is a very multidimensional concept and therefore somewhat hard to define. Commitment has been studied much, and it “remains one of the most challenging and researched in the fields of management, organizational behavior and human resource management” (Cohen 2007).

2.2.3 Components of organizational commitment

Distinguishing among the different forms of organizational commitment was that they have very different implications for behavior. Although all three forms tend to bind employees to the organization, and therefore relate negatively to turnover, their relations with other types of work behavior can be quite different

Affective commitment refers to the employee's emotional attachment to the organization. Employees with strong affective commitment remain with the organization because they want to do so (Meyer and Allen, 2006). This state of attachment reflects the strength of an individual's

identification with and involvement in a particular organization (Agarwal and Ramaswami, 2007)

Continuance commitment refers to the extent to which the employee perceives that leaving the organization will be costly. Employees with strong continuance commitment remain because they have to do so. The cost of leaving also is said to reflect on a lack of alternate employment opportunity and or high personal sacrifice associated with leaving a particular organization (Agarwal and Ramaswami, 2007). It refers to employee's point of view of whether the costs of leaving the organization are greater than of the costs of staying.

Leaving the organization and avoid quitting. Employees who perceive that the costs of leaving the organization are greater than the costs of staying remain because they need to. Anything that increases the cost associated with leaving the organization can lead to the development of continuance commitment

Finally, normative commitment refers to the employee's feelings of obligation to the organization and the belief that staying is the 'right thing' to do. Employees with strong normative commitment remain because they feel that they ought to do so (Meyer and Allen, 2006). It has argues that normative commitment is only natural due to the way we are raised in society. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. Therefore, when it comes to one's commitment to their place of employment, they often feel like they have a moral obligation to the organization

.On the other hand, the psychological approach looks at organizational commitment from the view of the attachment or identification of employees with the organization at which they work. (Boles, 2007). The other term that is very allied to organizational commitment is organizational identification. Organizational identification according to Ash forth, Harrison and Corely (2008) is

viewing a collective's or roles defining essence as self-defining. As a result, identification describe to the observation of oneness or belongingness to some human aggregate. Organizational identification is related with organizational commitment as both involve a sense of attachment to or resonance with the organization. Nevertheless, organizational commitment is allied 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 16

readily transferred to other organizations that inspire a similar positive attitude (Ashforth, Harrison and Corely, 2008).

2.3 Theory's of organizational commitment

Most studies on organizational commitment were based on the two major theoretical frameworks:

2.3.1 Homan's exchange theory and organizational commitment

According to Homan's exchange theory cited in Baba and Jamal (2013) organizational commitment is seen as the outcome of the exchange relationship between the individual and the organization. In the other words Smooth relationships between employee's and organization have a great significant for the advancement of any organization and institution. Even if conflict is mandatory in all institution negotiation and agreement are the best way in organizational development.

In this theory organizational commitment is also distribution of power between employer and employee in decision making processes, either through direct or indirect involvement.

2.3.2 Becker's theory and organizational commitment

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 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. The primary aim of work motivation has been the pragmatic one of learning how to energize employees to perform their duties and responsibilities within an organization Sadia and Rashid (2012).

2.4 Empirical review to organizational commitment

4.1 Employee Participation in Decision making to organizational commitment

Employee Participation represents the combination of task-related practices, which aim at maximizing employee intelligence of involvement in their work place and their commitment to the wider organization (Bhatti and Nawab 2011).

Employee participation decision making may also lead to enhanced labor-management relations, stronger employee attachment to organizations, better quality decisions, and improved productivity (Elal Fields, 2010). Employee participation decision making as a human resource practices acts as a signal to the employees that their contribution is valued by the management. Employees most often will have more complete knowledge of their work than even their senior or supervisors. Decisions made in consultation with employees will be made with more information. Employees who are involved in decision making subsequently are better equipped to implement such decisions. Employees may also perceive their managers as valuing their contribution or that the managers are recognizing that employees are intelligent. This can lead to employee satisfaction and subsequently greater productivity..

As opine by Wagner (1994), Participation in Decision Making defined (PDM) as a process of involvement among employees and administration in sharing information is processing, decision making and problem solving in an organization. Participation in Decision Making is a process which allows employees to exert some influence over their work and the conditions under which they work (Strauss, 1998). Employees' Participation in Decision Making involves the process of sharing important information between managers and employees to generate new ideas and possible alternatives, plan processes and evaluate results to achieve an organization's objectives (Scott-Ladd et al., 2006). Beardwell and Claydon (2007) defined employee participation as the distribution of power between employer and employee in decision making processes, either through direct or indirect involvement. In addition, Participation in Decision Making also refers to employee participation and influence in decision making at the workplace (Buscket al., 2010)..

It refers to the degree of employee's involve minting firm's strategic planning activities. A firm can have a high or low degree of employee involvement. A high degree of involvement (deep

employee involvement in decision making) means that all categories of employees are involved in the planning process. Participation is an organizational mechanism, giving employees the right to make decisions and the matching amount of responsibility, so that they feel aware of contributing to organizational performance. With the participation in hand, their motivation increases, which brings about both individual benefits and organizational effectiveness (Kim, 2002).

Crosmark(2020) studied in Participative decision making and organizational commitment: The mediatory role of influence and communication. Employee engagement has a significant positive effect on perceived influence. Overall findings backed our theory and explain the strong effect of participative decision making on commitment mediated by communication.

4.2 Monetary Reward in organizational commitment

Reward refers to everything the employee perceives to be of value resulting from the employment relationship and includes all types of rewards, direct and indirect, as well as intrinsic and extrinsic. The typical components of reward which make up the levers employers can resort to in order to motivate, engage and retain staff are, pay, benefits, learning and developments, and working environment (Armstrong, 2006)

The purpose of monetary incentives is to reward associates for excellent job performance through money. Monetary incentives included profit sharing, project bonuses, stock options and warrants, scheduled bonuses (e.g., Christmas and performance-linked), and additional paid vacation time. Traditionally, these have helped maintain a positive motivational environment for associates Yudhvir and Sunita (2012)

The financial rewards are usually monetary which constitute salary bonus and benefits while the non financial reward training opportunity, autonomy, job Enrichment , participation, role clarity, team support, leadership, working condition , promotional opportunity, feedback, work life balance. The non financial reward consists of intrinsic and extrinsic reward component. It has been indicated that the non financial reward is highly related with employees commitment and organizational loyalty (Armstrong and murlis (2005), Armstrong (2005)).Based on different literature review references, it has been supported that all of the financial and non financial rewards are antecedents of organizational commitment

None-monetary rewards are very important, the human resource practices, including training and development opportunity have been shown to influence employees' organizational commitment (Whitener, 2001). The typical components of reward which make up the levers employers can resort to in order to motivate, engage and retain staff are, pay, benefits, learning and developments, and working environment (Armstrong, 2006).

Teshome Engda (2015) studied in *The Effect of Reward on Organizational Commitment in the Case of Ethio –Telecom.A.* A university school of commerce with sample size of 384. A Research Paper submitted to the school of commerce in partial fulfillment of the requirements for the Degree of Master in Human Resource Management. The result has showed that non financial reward has strong correlated with affective commitment and moderate correlation with normative commitment, both financial and non-financial rewards does not have correlation with continuance commitment. In addition, financial reward has strong impact on affective and normative commitment than financial reward does have.

4.3. Employee Job Satisfaction on organizational commitment

Job satisfaction as a significant determinant of organizational commitment has been well documented in numerous studies (Porter et al., 1974; Mottaz, 1987; Williams and Anderson, 1991; Vandenberg and Lance, 1992; Knoop, 1995; Young, Worchel and Woehr, 1998; Testa, 2001). Job Satisfaction and organizational commitment are two of the most prevalent work attitudes examined in the work and organizational literature.. Organizational commitment is an important topic in organizational behavior considering the large number of work that studied relationships between organizational commitment, attitudes and behaviors in the organization (Porter et al., 1974, 1976; Koch and Steers, 1978; Angle and Perry, 1981).

Job satisfaction is considered as a reason for organizational commitment (Lincoln and Kalleberg, 1990; Mowday, Porter, and Steers, 1982; Mueller, Boyer, Price, and Iverson, 1994; Williams and Hazer, 1986). The reverse is also applicable where organizational commitment is a cause to job satisfaction (Vandenberg and Lance, 1992). Finally, when an employee is satisfied with the job the employee becomes more committed to the organization and vice versa. In other

words, job satisfaction can be measured and assessed by organizational commitment and vice versa (Porter et al., 1974; Mottaz, 1987; Williams and Anderson, 1991; Vanderberg and Lance, 1992; Knoop, 1995; Young, Worchel and Woehr, 1998; Testa, 2001).

Job satisfaction is an interesting or a positive feeling from the evaluation of one's job or work experience. In the organization, job satisfaction will create positive relationships with employees and retain more engaged employees in the workplace (Tett and Meyer, 1993). Employees, who are satisfied with their work, tend to stay, in contrast to others who are less satisfied, less likely to stay over in their organization (Dong and Phuong, 2018). Employees who experience positive situations at workplace will be more satisfied at work, and ultimately their job satisfaction will enhance organizational commitment (Martono et al., 2020).

Job satisfaction is seen as one of the important factors that can shape organizational commitment among employees (Nguyen and Tu, 2020). Job satisfaction is also defined as the level of “favorableness or unfavorableness with which workers view their job” (Werther and Davis, 1999, 501). It reflects employees' general opinion regarding their career. So, a person with high level of job satisfaction lead to positive feelings and emotion related to his/her job. In other words, an individual who are unsatisfactory with his job can have negative attitude towards his duties, then results in lower work performance and organizational commitment (Robbins and Coulter, 2005).

Job satisfaction is also defined by how far employees/ worker are satisfied with their working (Furnham et al., 2009). These two constructs are mutually discussed, the reason is that a person who is satisfied in workplace can have higher motivation to improve his/her productivity as well as have a strong attachment to his/her company. Also, job satisfaction has a linkage with work performance. A company with more satisfied employees seems to be more effective and productive (Chen, 2006; Kertabudi and Aripin, 2015).

According to Azman Ismail (nd) who studied the effect of job satisfaction on organizational commitment in Malaysia with the sample size of 100 job satisfaction was significantly associated with organizational commitment, intrinsic satisfaction was significantly associated with organizational commitment, and extrinsic satisfaction was significantly associated with organizational commitment.

Based on the finding of Fatumamohammed (2013) studied on Job Satisfaction and Organizational Commitment: A Correlation Study in Bahrain with One hundred and fifty six participant. Results revealed a positive relationship between job satisfaction and organizational commitment. Additionally, it revealed that age was the only demographic key variable that affects organizational commitment.

On the other hand according to Willy Lima and Prof. Daniel Allida, 2021 studied on The Relationship between Job Satisfaction and Organizational Commitment among Employees of a Selected Tertiary Educational Institution in Northwest Haiti Northern Caribbean University, Mandeville, Jamaica. East African Journal of Education and Social Sciences EAJESS January – March 2021, Vol. 2, No. 1, pp. 33-40 investigate the relationship between job satisfaction and organizational commitment among employees of a selected tertiary educational institution at Northwest of Haiti. A questionnaire was used to collect data from 55 employees. It was found that there is a moderate level of job satisfaction and high level of continuance and normative commitment among employees. It was also found that there is a strong positive relationship between job satisfaction and affective commitment and a weak positive relationship between job satisfaction and normative commitment. It was therefore recommended that administrators should seek to find ways and means to provide extrinsic and intrinsic motivating factors in order to prevent job dissatisfaction with regrettable consequences for the institution when employees may decide to leave their organization.

Lastly according to Tung N.(2014) investigated in Factors Affecting Employees' Organizational Commitment–A Study of Banking Staff in Ho Chi Minh City, Vietnam Journal of Advanced Management Science Vol. 2, No. 1, March 2014 this study explores the factors affecting employees' organizational commitment in banks in Ho Chi Minh City, the biggest commercial city in Vietnam. A quantitative survey of 201 banking staff in 11 banks in this city, selected according to convenience sampling method, confirmed the impact of a set of high-performance human resources managerial practices on staff's organizational commitment. The study also indicated job satisfaction as a pathway to bridge this set with organization commitment. The pathway from human resources practices to organizational commitment, mediated by job satisfaction, has never been statistically tested in banks in Vietnam before. The findings again recommend commitment-based organizations continue and reinforce organizational support for their staff

4.4. Leadership in organizational commitment

Leader with strong leadership skills can easily motivate and influence the employees of the organization and apply effective changes to the organization. Leadership is one of the main factors in bringing positive change to the organization; if there is no leadership in the organization they will not be able to change in the direction they desire and could experience negative change instead (Ganta, and Manukonda, 2014).

Leadership not only influences the employees in the organization, but also provides a clear direction to the employees according to the organization's vision and mission. Effective leaders set strategies to help the employees to achieve the company's target and objectives. Leader also play a role in monitoring the direction of the employees to make sure the employees are on the right path to achieve the goals according to the strategies. This is only possible with effective leadership that inspires employee trust, as employees are unwilling to follow someone who has little to no idea of what they are doing and who wastes too much time and resources on the unnecessary.

According to (Atkinson, 2015) If there is no effective leadership in an organization no changes will be made, because there are no leaders that motivate and lead the organization's employees as well as provide a clear direction for the organization. Effective leadership is one the most essential parts of overall method for an organization to sustain their business in the face of problems caused by the rapid growth of the economic environment.

In addition to this (Cabeza-Erikson, Edwards and Van Brabant, 2008) leaders are the one who control and take charge of the operation of an organization and good leaders are able to set optimistic goals and objectives while steering the operation of the company towards those goals though effective strategies. Other than that, good leaders can also influence their employees and motivate them by strengthening a positive organization culture and though generous employee benefits, for instance health care insurance, worker compensation leave benefit and others.

Lastly An effective leader can encourage employees in the organization to learn through certain types of motivators, such as rewards or position (Azzam, 2014). Leaders that wish to facilitate effective change in the organization should encourage employees to collaborate and communicate with each other, for this is how people are able to create and discover new ways to think (Gilley, Dixon and Gilley, 2008).

Mesfin Lemma (2018) examining the effect of leadership styles on employee's commitment in the context of St. Mary's University. Explanatory research design and quantitative research approach were adopted. Using stratified and simple random sampling techniques, 222 participants were chosen to participate in the study. The result indicated that transformational and laissez-faire leadership behaviors which significantly improve the commitments of their employees. It implies leadership has a positive and significant effect on organizational commitment.

4.5 Training and Development Opportunity in organizational commitment

Training employees is of the utmost importance in all sorts of organizations, not only privately held companies, but also country governments, NGOs and others. Its benefits and the value provided are broadly acknowledged. Training and Development is defined as the opportunities provided by the organization to advance an individual's career prospects, such as challenging assignments, and being kept informed. Employee training is also likely to affect the employee commitment capacity. Continuous professional development is particularly important to knowledge workers).

A meta-analysis of training motivation places manager support for participation in training as a key situational characteristic influencing individual behavior towards training (Colquitt, LePine, and Noe, 2000)

According to, Fugate et al., (2004) has encouraged organizations to assist employees to develop their careers through activities that are beneficial for both employees and the organization. Current literature points out variety of activities that are provided by organizations to assist in career development, this includes challenging work assignments, new learning opportunities (Kinnie et al., 2005), Career Counseling and access to information about the organization (Gubbins et al., 2005).

The human resource practices, including training and development opportunity have been shown to influence employee commitment (Meyer and Smith, 2000; Iles, Mabey, and Robertson, 1990; Whitener, 2001). The relationships between perceived access to training, training frequency, and organizational commitment has only recently attracted research attention. A recently published qualitative study found that nursing staff believed that opportunities for learning were more

important in explaining individual levels of organizational commitment than monetary benefits, job satisfaction, and relationship with co-workers, or job security (McNeese-Smith, 2001)

Training does not only target individuals, but if well-designed, it can also help to improve team performance. A meta-analysis demonstrated that, on average, 20% of the variance in team performance is explained by training (Salas et al., 2008). Additionally, training also has a positive impact on manager and leader effectiveness. Leadership development differs from manager development in that it targets more complex competencies which are harder to relate to individual jobs

Jaime PemánValero (2019) studied on the Effect of Training and Development on Organizational Commitment as Key Elements to Retain Talent in Business Organizations .The results confirmed the importance that Tadd has on the retention of employees in business organizations. Nonetheless, if .these organizations want to remain competitive in the current business landscape, human resources professionals must keep in mind that the one-size-fits-all approach to human resource management in general does no longer work

Azeem M. (2020) studied in Training and Development, Organizational Commitment and Turnover Intentions in SMEs Volume 15, Issue 2, December **2020**. A total of 410 questionnaires were distributed, and 385 valid responses were available. The instrument was adapted from earlier studies. He has used Smart PLS for data analysis. Of the four direct hypotheses, he found support for two of them. Similarly, he only found support for one indirect hypothesis and no support for the moderating relationship. The study found that antecedents “availability of training and managerial support for training” stimulate organizational commitment.

5 Conceptual Frame Work

Based on the detailed literature review, the study was investigated factors affecting employee's organizational commitment of Bichena town administration urban development, housing and construction service office.

In general in this study, Organizational commitment (dependant variable) can be influenced by the following six independent variables determine in Bichena town administration urban development, housing and construction service office.

Figure 2.1: Conceptual Framework.



Source: Adapted from (Martha, 2018; Hurter, 2008; Hussein, *et.al*2012)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This part was concern with the conceptual arrangement within which the research conducted. This would include the study area, research design and approach, target population, sampling technique, Sample size determination, method of data collection, data analysis method, instrument validity and reliability test.

3.2 Study area

Bichena is one of the five city administrations in East Gojjam Zone, It is located 265 km north of Addis Ababa, 222 km from the regional capital city Bahir Dar, 90 km east of DebreMarkos, the capital of East Gojjam Zone, and is bordered by Enemay Woreda in all four directions. The town covers an area of 637,875 hectares and covers five Keble administrations. The town's surface area is 100% humid and temperate, with a maximum temperature of 20.7 degrees Celsius and a minimum of 7.5 degrees Celsius. Evidence suggests that the maximum rainfall is 1200 mm / m and the minimum is 1100 mm / m. The city's topography is 2430 to 2350 meters above sea level, with 80% flat and 20% flat. The population of the city is 32815 male, 33790 female, 66605 totals. The age range is 0-14 male 11429, female 10638, total 22067; 15-64 male 21612, female 19568, total 41180; 65 and over male 1820 female 1539, total 3359 and 62% of them are within the manufacturer's age range.

3.3. Research Design

In this study, quantitative research approach would be used in order to achieve the objectives of this study and thereby to give answers for research questions and it also used explanatory research design because it aimed to test the relationship between the dependent and independent variables. The study would conduct through a questionnaire survey from town administration urban development, housing and construction office employees in different level. The questionnaire would prepare depending on the research objectives and questions using the Likert five scale types. To collect appropriate data for the research the questionnaires were addressed to all employees in the office. The respondents in town administration urban development, housing

and construction office were all employees because they were the main participant of the study since the study focuses on their role of the practice in Bichena town. Thus, the questionnaire would involve assessing and interpreting the determinant factors on organization commitment through the eye of the employees. In this study questionnaires are a key tool in collecting data and it is the most widely used tool in social research and Primary data for this study was collected through questionnaire, and analyzed it by the researcher.

3.4 Data Collection Method

The study specifically focuses in quantitative data and therefore, the study employed primary data sources. Structured questionnaires are prepared. The questionnaires have two parts. The first part was about employees' personal characteristics. The second part was about dependent and independent variables. These questionnaires are used Likert scale type.

3.5 Sampling Technique and Sample Size determination

Bichena town administration urban development, housing and construction office was purposively selected since more customers are serving in the office as compared to other civil service offices in the town administration. All permanent employees of the urban development; housing and construction in Bichena town were the sample frame for this study. At the time of data collection, total numbers of permanent employees in the office were 106. Hence, the researcher would be used a census method of sampling. Census are used because the size of the population could be easily manageable, to get reliable information and generalize. Thus, the sample size of the study in which population size was 106 permanent employees in Bichena town administration urban development, housing and construction office. As a result of this, any sample size determination formula was not used.

3.6 Data analysis

Descriptive statistics such as frequency distribution are used to assess the demographic profile of the respondents to make the analysis more meaningful, clear and easily interpretable. Descriptive statistics allow the researchers to present the data acquire in a structured, accurate and summarized manner. The analyses of data are done with the help of the statistical software of Statistical Package for Social Sciences (Version 25).

The data gather through questionnaires are coded, enter into computer and analyze and present in the form of tables and charts using Statistical Package for the Social Sciences (SPSS) Software.

To check the relationships between independent variables and dependent variable Pearson Correlation Coefficient analysis are used. SPSS is used for the simple descriptive data to compute the median score of factors. Inferential analysis consists of Pearson Correlation analysis, ANOVA testing and multiple Regression analysis would be used to measure the degree of relationship among the variables.

3.7. Validity and Reliability Test

3.7.1 Validity

Validity means that our measuring instrument actually measures the property it is supposed to measure. The objective of assessing validity is to see how accurate is the relationship between the measure and the underlying trait it is trying to measure. Since the questioners are adopted from a previous research on the subject, its validity is ascertained.

3.7.2 Reliability

Reliability refers to the confidence we can place on the measuring instrument to give us the same numeric value when the measurement is repeated on the same object. If the measurement generates the same answer in repeated attempts, it is reliable (Ajai and Sanjaya, 2009). In this research, the researcher use Cronbach's Alpha to test the internal consistency. Through this test, researcher can explain and interpret the reliability among the variable. According to (Zikmund and Mitch, 2010), the Cronbach's Alpha reliability coefficient which is smaller than 0.60 is indicated poor reliability. The coefficient from 0.60 to 0.70 is indicated as fair reliability, and the coefficient from 0.70 to 0.80 is indicated as good reliability. The coefficient that is larger than 0.80 is considered as excellent good reliability. According to Johnson and Christensen (2010), the coefficient of alpha should be at minimum 0.70 or more which applied for research purpose.

Table 3.1 Overall Cronbach's alpha statistic

Cronbach's Alpha	N of Items
.803	7

As indicated in the table above the overall Cronbach's Alpha of this research is 0.803 and the Cronbach's Alpha value of independent variables is more than 0.70 which feet the standards well.

Table 3.2 Cronbach's Alpha value of independent variables

Reliability Statistics

Independent Variables	Cronbach's Alpha	N of Items
Training opportunity	.832	6
Development opportunity	.794	4
Monetary reward	.834	4
Effective leadership	.814	4
Job satisfaction	.775	5
Employers participation in decision making	.767	4

3.8. Model specification

This research would be used multiple linear regression models to analyze organizational commitment. In a multiple linear regression study, there is one dependent variable and at least two independent variables. The analysis enables to found out some judgments about the fact and also the relative strengths of the independent variables. The independent variables are employee job satisfaction, employee participation in decision, training and development opportunity, monetary reward to employees and effective leadership, consideration whereas dependent variable is organizational commitment. In this study, the equation of multiple regression models is show as below:

$$OC = \beta_0 + \beta_1 EP + \beta_2 TD + \beta_3 MR + \beta_4 EJ + \beta_5 EL + DO + \epsilon$$

Where:

OC [= organizational commitment

β = Slope of Coefficient

EP = employee participation in decision

TD = training and development opportunity

MR = monetary reward to employees

EJ = employee job satisfaction

EL= effective leadership

DO= Development opportunity

ϵ =error term

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

Introduction

The aim of this study is to analyze the determinants of organization commitments .Accordingly, analysis and discussion of the data obtained from survey to answer the research questions and support the objectives of the study. 106 questioners are distributed for employers due to incompleteness and double responses only 100 respondents are valid where as 6 respondents are invalid. From the data which has been collected from 100 respondents earlier, the reliability test has been conducted to determine whether the variables used for the research is dependable and accurately measured. The entire analysis is run by using Statistical Package for Social Science (SPSS). Furthermore regression model is also used to determine the impact and relationship between influencing factors and organizational commitment. The Pearson Correlation Coefficient was also used to calculate the correlation coefficient between the dependent and independent variables.

4.1 Descriptive Analysis

4.1.1 Demographic Profile of the respondent

The survey instrument included five background questions to characterize the participant's profile. The questions included age, Sex, marital status, level of education, and occupation has been presented below.

Table 4.1 Profile data of the respondent

		Frequency	Percentage (%)
sex	male	78	78
	Female	22	22
age	23-35	29	29
	36-55	43	43
	above55	28	28
Marital status	Single	72	72
	Married	28	28
Level of education	Technical and vocational training	24	24
	Diploma	29	29
	First degree	38	38
	Master and above	9	9
Work experience	2 up to5	25	25
	6-8	61	61
	9 and above	14	14

Source: Own Survey, 2022

There are a total of 100 valid respondent participated in this research. From those respondents, 78 percent of respondent were males and 22 percent were females. There were 29 percent of respondent their age is between 23 -35 years old, 43 percent respondent age between 36-35years old, 28 percent respondent's age above 55 years old. This might be shows that, the youth populations are superior workers in the organization. In related to workers marital status, the results of this paper showed that, the majority of respondent about 72 percent) are single, 28 percent are married.

. In terms of their education, 24 percent of the workers are Technical and vocational training below, 29 percent have a diploma, 38 have a degree and the rest 9 percent have masters and

above. Regarding to work experience 25 percent of workers are 2 up to 5 years, 61 percent of employers are from 6 up to 8 years and 14 percent of workers are above 9 years

4.2 Descriptive statistics

Table 4.2 summery of survey finding for training opportunity

Item	N	Mean	Std. Deviation	Variance
I could found Job related benefit during the training.	100	4.13	.734	.538
Training plans are developed and monitored for all employees.	100	3.91	.668	.446
I have got training access in my current organization	100	3.91	.698	.487
There is really too little chance for training opportunity to me.	100	3.89	.601	.362
I have the opportunity to be involved in activities that promote my professional development	100	3.82	.642	.412
The organization employees receive trainings opportunity in work place of skills in work place regularly.	100	3.77	.777	.603

Source: Analysis of survey data 2022, using SPSS

As it can be observed from table 4.2 are reserved six training opportunity different but similar queries such Job related benefit during the training ,Training plans are developed and monitored for all employees have the opportunity to be involved in activities that promote my professional development and The organization employees receive trainings opportunity in work place of skills in work place regularly To determine the effect of training opportunity in organizational commitment the researcher is asked respondents regarding to training and Job related benefit during the training and training access are the most dominant factors in training opportunity . As it implies Training and development is an important tool for motivating employees and increasing organizational performance

Table 4.3 summery of survey finding for development opportunity

Item	Mean	Std. Deviation	Variance
I have the opportunity to be involved in activities that promote my professional development.	3.79	.656	.430
The organization employees receive developments opportunity in work place of skills in work place regularly.	3.74	.463	.215
Development plans are developed and monitored for all employees.	3.66	.497	.247
There is really too little chance for development opportunity to me.	3.44	.625	.390

Source: Analysis of survey data 2022, using SPSS

As it can be shown in the tables 4.3 above four alternatives of questions are provided which are related with development opportunity. Respondents are asked about have you the opportunity to be involved in activities that promote your professional development and the mean of respondents are 3.79. This result shows that professional development opportunity is the most dominant factors among alternative questions which are related to development opportunity.

In general the effect of development opportunity in organizational includes really too little chance for development opportunity and development plans are developed and monitored for all employees, the organization employees receive developments opportunity in work place of skills in work place regularly and have the opportunity to be involved in activities that promote my professional development.

Table 4.4 summary of survey finding for monetary reward

Item	Mean	Std. Deviation	Variance
The monetary reward package in the municipality is equitable	4.06	.679	.461
I am not satisfied with the monetary reward I receive.	3.99	.759	.576
There are monetary benefits I don't receive which I should	3.97	.611	.373
The monetary benefits I receive is good compared with my work load.	3.88	.640	.410

As shown in the tables 4.4 about monetary reward the mean score of the respondents are 4.06 and about not satisfied with the monetary reward receive the mean 3.99% are agreed. On the other hand the mean 3.99% of the respondents are agreed on there are monetary benefits I don't receive which I should and the rest the monetary benefits I receive is good compared with my work load mean are 3.88. based on the above evidence it has been supported that all of the financial and non financial rewards are antecedents of organizational commitment

Table 4.5 summery of survey finding for effective leadership

Item	Mean	Std. Deviation	Variance
My leader talks optimistically about the future.	4.37	.661	.437
My leader expresses confidence that goals will be achieved.	4.32	.649	.422
My leader instills pride in me for being associated with him/her.	3.98	.603	.363
My leader helps me to develop	3.81	.615	.378

Source: Analysis of survey data 2022, using SPSS As shown in the tables 4.5 about effective leadership among the alternative optimistic leaders are the major factors that are listed in the above table in organizational commitment with the mean score of 4.37. in addition to this leaders with confidence, leaders who pride with workers and supportive leaders are important factors in advancement of organizational commitment with the mean score of 4.32, 3.98 and 3.81 respectively.

Effective leadership plays an important role in managing a business in the current business environment, for the old ways of business management are not enough to sustain a company in the modern market. Leadership is one of the main factors in bringing positive change to the organization. If there is no leadership in the organization, they will not be able to change in the direction they desire and could experience negative change instead. If there is no effective leadership in an organization no changes will be made, because there are no leaders that motivate and lead the organization's employees as well as provide a clear direction for the organization.

Table 4.6 summery of survey finding for job satisfaction

Item	Mean	Std. Deviation	Variance
I find my job to be very interesting.	4.20	.426	.182
I sometimes feel my job is meaningless.	3.98	.666	.444
My job is enjoyable.	3.88	.556	.309
I feel a sense of pride in doing my job.	3.67	.667	.446
My current job meets my expectations.	3.52	.522	.272

Source: Analysis of survey data 2022, using SPSS

As shown in the tables 4.6 above all list of five basic questions mean scores are above 3.5 implies all elements are factors that affect organizational commitment with regard of job satisfaction. based on the above information the new researcher understand that committed and satisfied workforces are usually the performer and contributor towards enhancing institutional productivity .The success of economy depends upon how effectively its government organizations are functioning. The success of organizations eventually depends upon the public sector employees. The highly satisfied, motivated and committed employees and their performance for the organizations would be highly efficient and effective

Table 4.7summery of survey finding for decision making

Item	Mean	Std. Deviation	Variance
The organization accept employee feedback and take corrective actions	3.76	.605	.366
The organization discuss with employee on several issues before decision.	3.70	.522	.273
Managers seek my opinions and consider them in their decision making	3.57	.498	.248
There is a clear rule and regulation that direct employee how participation on organizational activities	3.19	.465	.216

Source: Analysis of survey data 2022, using SPSS

As shown in the tables 4.7 above there are four basic questions which are closely related with employ decision making process so as to that the pioneer and the first dominant factors which affect organizational commitment is feedback and taking correction actions with mean score of

3.76 and the last but not the list factors is clear rule and regulation with the mean score of 3.19. based on the above table and evidence participation in the discussion with employers and among workers is likely to have a significant effect on increasing their motivation. Individuals' degrees of participation in meetings was positively related to performance and greater commitment

When employees are involved in making decisions, they gain a professional and personal stake in the organization and its overall success. This commitment leads to increased productivity as employees are actively participating in various aspects of the company and wish to see their efforts succeed overall. This is not only beneficial to company growth but is also on-the-job training for workers. The increase in responsibility expands employee skill sets, preparing them for additional responsibility in the future.

4.3 Rank of factors that affect organizational commitment

In order to analyze differences in the factors that affect organizational commitment, a ranking table was produced showing the mean score of each factor. Table 4.8 presents findings with respect to relative importance of six factors.

Table 4.8 **Rank of factors of organizational commitment**

Item	N	Mean	Std. Deviation	Variance
Effective leadership	100	4.1200	.50687	.257
Monterey reward	100	3.9750	.55106	.304
Training opportunity	100	3.90	.362	.131
Job satisfaction	100	3.8500	.41718	.174
Development opportunity	100	3.6575	.44616	.199
Participation in decision making	100	3.5550	.40292	.162

As revealed on the above table Effective leadership (mean =4.12) take the first rank from the stated factors. This implies leader helps to develop employees strength, expresses confidence that goals will be achieved; leader talks about his/her most important values and beliefs; talks optimistically about the future and leader instills pride in employees for being associated with him/her.

On the second place Monterey reward(mean =3.97) is the second most important factor for the commitment of organization. Training opportunity is also third important factor to organizational commitment in this study with (mean =3.9).This shows that training is a mechanism to enhance and empower both the employers and organizations. Even if job satisfaction is ranked at the fourth level it is also the moderately important factor for organizational commitment with the mean of 3.85. Also this analysis shows that development opportunity (mean =3.59) is less important factor from the above listed variables for organizational commitment. From this we can conclude that Effective leadership, Monterey reward, Training opportunity and Job satisfaction are the most dominant factors (mean > 3.8) and Development opportunity (mean >3.6) is moderately important factors for organizational commitment . Whereas Participation in decision making (mean <3.6) are list important factors for organizational commitment.

4.4 Assumption of multiple linear regression model

4.4.1 Sample size adequacy

There are some common rules of thumbs to estimate the correct sample size to evaluate variables by regression models. According to (Ajai and Sanjaya, 2009) the case to independent variables ratio should be substantial for a meaningful regression solution. The rule of the thumb is to have the sample size at least as much as $50 + 8n$ for testing the multiple correlation and $104 + n$ for testing individual predictors, where n is the number of independent variables. But the simplest rule of thumb is that the bigger the sample size, the better the regression output (Andy, 2011).

This research paper has six independent variables and one dependent variable and has 100 samples. Therefore, it is certain for the needed analysis by regression model.

4.4.2 Collinearity / Multicollinearity /Test

Multi collinearity refers to a situation when two or more IVs are highly correlated with each other. Multi collinearity causes inflation in the standard error of regression coefficients resulting in a reduction of their significance. There are a number of mechanisms to detect the existence of multi collinearity problem. For this research Pearson correlation is used to observe multi collinearity problems among independent variables. Coefficient above 0.8 between explanatory variables should be corrected because it is a sign for multi collinearity Cooper and Schindler (2009). As can see from the correlation table below; there is no a multi collinearity problem among independent variables.

Table 4.9 correlation of the explanatory variables

Item		Training opportunity	Development opportunity	Monterey rewired	Effective leadership	Job satisfaction	Participation in decision making
Training opportunity	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	100					
Development opportunity	Pearson Correlation	.278	1				
	Sig. (2-tailed)	.038					
	N	100	100				
Monterey rewired	Pearson Correlation	.197	.193	1			
	Sig. (2-tailed)	.049	.050				
	N	100	100	100			
Effective leadership	Pearson Correlation	.406	.150	.052	1		
	Sig. (2-tailed)	.002	.036	.004			
	N	100	100	100	100		
Job satisfaction	Pearson Correlation	.437	.212	.089	.490	1	
	Sig. (2-tailed)	.012	.034	.049	.000		
	N	100	100	100	100	100	
Participation in decision making	Pearson Correlation	.459	.208	.151	.181	.158	1
	Sig. (2-tailed)	.039	.038	.033	.022	.017	
	N	100	100	100	100	100	100

In addition to correlation coefficient for this research Multi collinearity can be also checked by using tolerance and variance inflation factors. Tolerance is an indicator of how much the variability of the particular independent variable is not explained by other independent variables in the model of regression Pallant (2010). If the tolerance value is very small or less than 0.10, the multiple correlation is high among other variables and if the value of variance inflation factor (VIF) results above ten (10), multi collinearity among the independent variable are happened.

Table: 4.10 Diagnosis of collinearity

Item	Statistics of collinearity	
	Tolerance	Variance inflation factor(VIF)
Training opportunity	.984	1.017
Development opportunity	.896	1.116
Monterey rewired	.924	1.083
Effective leadership	.734	1.362
Job satisfaction	.731	1.367
Participation in decision making	.916	1.092

Source: own computed SPSS output (2022)

As stated in the above table the variance inflation factors value which are below ten (10) indicates the assumption of collinearity is not violated. Also tolerance values for each independent variables not less than 0.10. Hence, the assumption of multi collinearity is not violated.

4.4.3 Linearity

Some researchers argue that this assumption is the most important, as it directly relates to the bias of the results of the whole analysis (Keith, 2006). Linearity defines the dependent variable as a linear function of the predictor (independent) variables. Multiple regressions can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne and Waters, 2002). If linearity is violated all the estimates of the regression including regression coefficients, standard errors, and tests of statistical significance may be biased. When bias occurs it is likely that it does not reproduce the true population values (Keith, 2006).

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Organizational Commitment

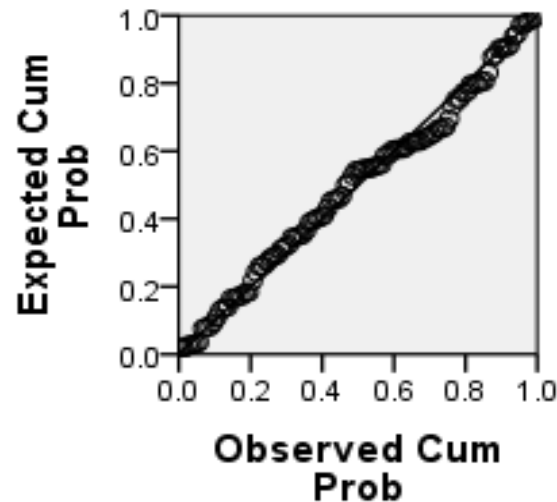


Fig. 4.1 p-p plot of standardized residual

Source: SPSS out put

The above p-p plot suggests that the relationship between variables and the researcher trying to predict is linear because the p-p plot of residuals shows no large difference in the spread of the residuals.

4.4.4 Auto – Correlation

Another assumption in multiple regression analysis is that, there should be little or no auto correlation in the data. Auto correlation occurs when the residuals are not independent from each other. We can check the existence of autocorrelation with the Durbin – Watson test. According to a rule of thumb values of $1.5 < d < 2.5$ shows that there is no auto correlation in the multiple regression data.

Table: 4.11 **model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.801 ^a	.642	.619	.19852	1.521

a. Predictors: (Constant), Participation in decision making, Training opportunity, Job satisfaction, Monterey reward , Development opportunity, Effective leadership

b. Dependent Variable: Organizational Commitment

As can see from the above SPSS output the value of Durbin-Watson is 1.521 the researcher can say that there is no autocorrelation problem since the value is between 1.5 and 2.5 and also the model fitted is checked by the R square value. R represents the correlation between the observed values and the predicted values (based on the regression equation obtained) of the dependent variable. R Square is the square of R and gives the proportion of variance in the dependent variable accounted for by the set of independent variables chosen for the model. R Square is used to find out how well the independent variables are able to predict the dependent variables. When the R square value becomes higher the model is more fitted or the independent variables can express the dependent variable sufficiently. In this research the value of R square is 64.2 % meaning the independent variables explain the dependent variable 64.2 %, the remaining 35.8% are explained by other factors currently which is not included in this research.

4.5 Pearson Correlation Coefficient Analysis

Pearson correlation coefficient analysis is to measure the direction and degree of relationship between two variables. The coefficient of this analysis can range from -1 to +1. Coefficient approaches to +1 or -1 indicate that stronger relationship between two variables. A negative correlation means that an increase in the value of one variable and the value of other variable will be decrease. A positive correlation means that the value of two variables will increase or decrease together.

Table 4.12: Pearson Correlation Analysis

		Training opportunity	Development opportunity	Monterey reward	Effective leadership	Job satisfaction	Participation in decision making	Organizational commitment
Organizational commitment	Pearson Correlation	.024**	.288**	.168**	.343**	.737**	.405**	1
	Sig. (2-tailed)	.008	.004	.005	.000	.000	.000	
	N	100	100	100	100	100	100	100

SPSS output

Based on table 4.12 Job satisfaction and Participation in decision making have the highest correlation ($p = 0.737$) and ($p=0.405$) respectively while Effective leadership and Development opportunity have correlation of ($p = 0.343$) and (0.288) respectively. Monterey reward and Training opportunity have a rather low correlation ($p = 0.168$) and ($p= 0.024$) respectively. Overall the Pearson Correlation result shows that all the independent variables are correlated with organizational commitment.

4.6 Test of Model Fit ANOVA

ANOVA or Analysis of Variance is used to compare the means of more than two populations. It uncovers the main and interaction effects of classification or independent variables on one or more dependent variables. ANOVA analysis uses the *F*-statistic, which tests if the means of the groups, formed by one independent variable or a combination of independent variables, are significantly different.

Table 4.13 ANOVA test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.576	6	1.096	27.809	.000 ^b
Residual	3.665	93	.039		
Total	10.241	99			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Participation in decision making, Training opportunity, Job satisfaction, Monterey reward , Development opportunity, Effective leadership

As it can be shown the above table 4.13, the significant value is 0.000. This indicates that there are highly significant different among Training opportunity, Development opportunity, Monterey reward, Effective leadership, Job satisfaction and Participation in decision making

4.7 Significance of Coefficients

As stated by (Ajai and Sanjaya, 2009) Regression coefficient is a measure of how strongly each independent variable (also known as predictor variable) predicts the dependent variable. There are two types of regression coefficients; un-standardized coefficients and standardized coefficients, also known as beta value. The un-standardized coefficients can be used in the equation as coefficients of different independent variables along with the constant term to predict the value of dependent variable. The standardized coefficient (beta) is, however, measured in standard deviations

Table 4.14: Significance of Coefficient

Coefficients ^a									
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	.429	.377		1.139	.258	.119	1.177		
Training opportunity	.026	.056	.030	.475	.036	.084	.137	.984	1.017
Development opportunity	.060	.047	.083	1.264	.009	.034	.154	.896	1.116
Monterey reward	.027	.038	.046	.716	.007	.048	.102	.924	1.083
Effective Leadership	.040	.046	.062	.860	.0492	.132	.052	.734	1.362
Job satisfaction	.541	.056	.702	9.682	.000	.430	.652	.731	1.367
Participation in decision making	.226	.052	.283	4.373	.000	.124	.329	.916	1.092

a. Dependent Variable: Organizational Commitment

4.7.1 Hypothesis testing of the variables

As a rule at significance level $\alpha = 0.05$ reject the null hypothesis if P-value is < 0.05

1. Training opportunity.

H0: Training opportunity has no impact on organizational commitment.

Ha: Training opportunity has an impact on organizational commitment.

Since the p-value = $0.036 \leq 0.05$, we reject the null hypothesis and accept the alternate one. Therefore at $\alpha = 0.05$ level of significant, there is enough evidence to conclude that training opportunity has a significant impact on organizational commitment

Therefore, a better and higher quality of training provided from the organization has positive influences to their workers as well as increase the workers commitment because it helps to create a competition.

2. Development opportunity

H0: Development opportunity has no impact on organizational commitment

Ha: Development opportunity has impact on organizational commitment

Since the p-value = $0.009 \leq 0.05$, we reject the null hypothesis and accept the alternative one. Therefore at $\alpha = 0.05$ level of significant, there is enough evidence to conclude that development opportunity has a significant impact on organizational commitment.

3. Monterey reward

H0: Monterey reward has no impact on organizational commitment.

Ha: Monterey reward has impact on organizational commitment.

Since the p-value = $0.007 \leq 0.05$, we reject the null hypothesis. Therefore at $\alpha = 0.05$ level of significant, there is enough evidence to conclude that Monterey reward has a significant impact on organizational commitment.

4. Effective Leadership

H0: Effective Leadership has no impact on organizational commitment.

Ha: Effective Leadership has impact on organizational commitment.

Since the p-value = $0.049 \leq 0.05$, we reject the null hypothesis. Therefore at $\alpha = 0.05$ level of significant, there is enough evidence to conclude that effective Leadership has a significant impact on organizational commitment.

5. Job satisfaction

H0: Job satisfaction has no impact on organizational commitment

Ha: Job satisfaction has impact on organizational commitment

Since the p-value = $0.000 \leq 0.05$, we reject the null hypothesis and accept the alternative one. Therefore at $\alpha = 0.05$ level of significant, there is enough evidence to conclude that job satisfaction has a significant impact on organizational commitment.

6. Participation in decision making

H0: Participation in decision making has no impact on organizational commitment

Ha: Participation in decision making has impact on organizational commitment

Since the p-value = $0.000 \leq 0.05$, we reject the null hypothesis and accept the alternative one. Therefore at $\alpha = 0.05$ level of significant, there is enough evidence to conclude that participation in decision making has a significant impact on organizational commitment.

Therefore, from the analysis the regression model can be summarized as:

$$OC = 0.429 + 0.026TO + 0.060DO + 0.027MR + 0.040EL + 0.541JS + 0.226PDM + \epsilon$$

4.8 Margin of results

4.8.1 The Effect of training opportunity on organizational commitment

Training opportunity has significant effect on organizational commitment since the p-value has 0.036 (less than $\alpha = 0.05$). This variable is statistically significant at 5% significance level. Based on the multiple linear regression result a one unit increase in service level leads to .026 unit increase in organizational commitment. This shows that sufficient provision of training for the employers are major factors for the organizational commitment and helps to gain a competitive workers over others.

4.8.2 The Effect of development opportunity on organizational commitment

The regression results for development opportunity have positive and significant effect in determining organizational commitment. The current study shows that, the relationship between development opportunity and organizational commitment has a p-value of 0.009 (which is less than $\alpha = 0.05$). This represents that there is significant relationship between development opportunity and organizational commitment.

The Unstandardized coefficient (beta weights) shows that, a one unit increase in development opportunity leads to .060 unit increase in organizational commitment. This result is similar with the studies conducted by Jaime Pemán (2019) found that training and development was positively affecting affective commitment.

4.8.3 The effect of monetary reward on organizational commitment.

Monetary reward had strong positive correlation with employees' organizational commitment and it was the most influential factor at 0.007 level of significance. The Unstandardized coefficient (beta weights) shows that, a one unit increase in monetary reward leads to .027 unit increase in organizational commitment. A similar study by Saba sallem (2011) on municipal employees stated that there was positive and significant association between financial incentives and employee commitment. Increasing financial incentives such as promotion and bonuses enhanced employee commitment, which increases the employee's performance and reduces turnover and employees can only be loyal when their wants and desires are satisfied. Another study by Isaack Korir, Dinah Kipkebut (2016) on university lecturers found that financial reward practices collectively have significant effect on organizational commitment.

4.8.4 The effect of effective leadership on organizational commitment.

The regression result for effective leadership indicated that effective leadership and organizational commitment has a positive and significant correlation. Effective leadership has significant effect on organizational commitment since the p value has 0.0490 (less than $\alpha = 0.05$). As it is looked in the Un-standardized coefficients (beta weights) a one unit increase in effective leadership leads to .040 unit increase in organizational commitment.

This study similar with a study conducted in Jordanian bank showed that leadership style was positively related to organizational commitment (Bassam Al-Daibat, 2017). A study conducted by May-Chiun L. et.al (2009) transactional and transformational leadership has positive relationship with organizational commitment. Another study also stated that there was a positive linkage between leadership style and organizational commitment (Shiji Lyndon and Preeti S. Rawat, 2015).

4.8.5 The effect of job satisfaction on organizational commitment

The relation between job satisfaction and organizational commitment has the p value 0.000 (less than $\alpha = 0.05$) as a result job satisfaction has a positive effect on organizational commitment. The Unstandardized coefficients (beta weights) a one unit increase in job satisfaction leads to .0543 unit increase in organizational commitment. This is supported Garima Mathur (2013) who concluded that job satisfaction positively and significantly affecting organizational commitment.

A study conducted by Lumley et.al (2011) using correlation and stepwise regression stated that job satisfaction was positively correlated to organizational commitment.

4.8.6 The effect of participation on decision making on organizational commitment

Participation on decision-making was strongly and positively related with organizational commitment at .000 of significance level. Besides, the multiple linear regression output showed that participation on decision making could affect organizational commitment by 0.226 at 5% level of significance. This result was in line with similar studies conducted by Razali M. and Amine N. (2016). Based on the above evidence concluded that there is strong positive relationship between participation in decision making and organizational commitment. Balfour (1990) in his study stated that participation in decision making emerged as an important determinant of the extent to which an individual experiences and maintains a sense of attachment to the organization. In particular, participation seems most closely associated with how strongly the individual identifies with the organization and the organization's ability to accomplish its mission.

Vroom andJago (1988)and Applebaum. et.al (2013) further recommended that employees at all levels should be included in decisions that affect their work and role in the organization, because most individuals cannot identify strongly with an organization when leadership excludes them from decisions in which they feel they have a stake and can make an important contribution.

Chapter Five

5. Summary, conclusion and recommendation

5.1. Summary

- ♣ This study was conducted in Bichena town administration urban development, housing and construction office taking 106 permanent employees. Among these 22 were female employees and the rest 78 were male employees. The study revealed that most of employees were in productive age group of 35-55 years. Considering their education level, most of employees had first degree and second degree. The study considered six organizational based independent variables and one dependent variable, which was organizational commitment. These independent variables were measured with four or more constructs having five Likert scale choices. all independent variables average values were above 3.0
- ♣ The multiple linear regression analysis result shows that factors like training opportunity, development opportunity, monetary reward, job satisfaction, effective leadership and participation in decision making are fundamental determinants to organizational commitment. From those job satisfaction, participation in decision making, development opportunity and effective leadership are the most dominant factors with their standardized coefficient of (0.702, 0.283, 0.083 and 0.062) respectively. On the other hand monetary reward and training opportunity are the moderate factor with their standardized coefficient of (0.046 and 0.030) respectively.
- ♣ Finally the analysis is made for the effect and relationship between dependent variable and independent variable with hypothesis test. The outcome shows there is a significant effect and relationship between organizational commitment and independent variables

5.2. Conclusion

This study was conducted in order to identify the effect of different organizational based factors on employees' organizational commitment. The study used census survey since size of study population was small and manageable. Structured questionnaire was used to collect both personal and organizational related information from employees permanently working in Bichena town administration urban development, housing and construction office. The study

area was purposively selected because of workload and number of customer flow. Descriptive statistics such as frequency distribution mean and standard deviation and inferential statistics such as Pearson product bi-variety correlation and multiple linear regressions were used for data analysis.

The study revealed that employees' organizational commitment overall average values of factors (development opportunity, participation in decision making, monetary reward, training opportunity, job satisfaction and leadership) were above three or around it.

Correlation analysis indicated that all independent variable were positively and strongly correlated with organizational commitment. The result in multiple linear regressions showed that except training and monetary reward, all other independent variables were the most significantly influencing organizational commitment. Among other variables, monetary reward and training opportunity were moderate important factors to influence organizational commitment.

5.3 Recommendation

Based on the findings in this study, the following recommendations were forwarded to leaders in Bichena town administration urban development, housing and construction office, policy makers and program coordinators.

- ❖ The higher job satisfaction of the employers results into healthy and positive climate in the organization, which not only increase the satisfaction of the employees but also enhance the overall productivity of the institutions there for the organization should give high enfaces for employs satisfaction
- ❖ leaders should participate their employees in any decision making process so that employees would be committed for their organization
- ❖ The study found that antecedents “availability of training stimulate organizational commitment therefore the organization should be provide high access of training for the employers
- ❖ Monetary reward and development opportunity for any best performer employee in the office. Because both factors positively and significantly enhance employees' organizational commitment.

- ❖ Leaders should be optimist and charismatic in order that their employees would be committed and loyal to their organization or offices
- ❖ Above all employees should be satisfied with their job so that they would be committed to their organization. Thus, policies should be designed to promote employees' job satisfaction and leaders should lead the office taking employees' satisfaction as priority.
- ❖ As it can be shown in the investigation, even if their importance is vary, all six factors considered in this study have effect and relationship with organizational commitment ; so it is better for organization to be considered those factors at the time of strategy formulation and implementation.
- ❖ Lastly this study is confined only to six factors. However it will have been more fruitful if it considers other factors because this type of title can be seen from different perspectives.

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Appendix

Questionnaire

DebreMarkos University

Department of Management, MBA Program

Instruction: please put a mark (√) on the provided space to all demographic questions, and the Likert scale type questions, encircle the number in the place that align to your level of agreement with to each statement as shown in the table below, and example if level of agreement fall on 5,

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5
			√	

Dear respondent, some words in the questionnaire have special meanings you need to know. The definitions of some terms for the purpose of this Questionnaire are as follows:

‘Supervisor’- refers to your immediate boss,

‘Your Organization or current employer’ means your city administration urban development, housing and development office.

Dear respondent, please do not hesitate to contact me for any inconvenience and /or clarification while you are filling this questionnaire via my contact address stipulated below.

Name; Mengistuwalle

E-mail:

Cell phone: 0909367007

Current placement: Bichena town

Thank you in advance for your cooperation!!

Part one: Personal profile

1. Sex: Male ☐ Female ☐

2. Age: between 23-35 ☐ between 36-55 ☐ above 55 ☐

- 3 Educational Level A. High school graduate ☐
- B. Technical and vocational training ☐
- C. College Diploma ☐
- D. First Degree ☐
- E. Masters and above ☐

4. Working experience

2 to 5 years ☐ 5 to 8 years ☐ 9 and above years ☐

- 5 Marital Statuses: A. Married ☐ C. Divorced ☐
- B. Single ☐

S/ N	Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strong ly Agree (5)
Training opportunity						
1	I have got training access in my current organization.					
2	There is really too little chance for training opportunity to me.					
3	The organization employees receive trainings opportunity in work place of skills in work place regularly.					
4	I have the opportunity to be involved in activities that promote my professional development.					
5	Training plans are developed and monitored for all employees.					
6	I could found Job related benefit during the training.					
Development opportunity						
7	There is really too little chance for development opportunity to					

	me.					
8	The organization employees receive developments opportunity in work place of skills in work place regularly.					
9	I have the opportunity to be involved in activities that promote my professional development.					
10	Development plans are developed and monitored for all employees.					
Monterey rewired						
11	I am not satisfied with the monetary reward I receive.					
12	The monetary reward package in the municipality is equitable.					
13	The monetary benefits I receive is good compared with my work load.					
14	There are monetary benefits I don't receive which I should					
Effective leadership						
15	My leader helps me to develop my strength.					
16	My leader expresses confidence that goals will be achieved.					
17	My leader talks about his/her most important values and beliefs.					
18	My leader talks optimistically					

	about the future.					
19	My leader instills pride in me for being associated with him/her.					
Job satisfaction						
20	I sometimes feel my job is meaningless.					
21	I find my job to be very interesting.					
22	My current job meets my expectations.					
23	My job is enjoyable.					
24	I feel a sense of pride in doing my job.					
Participation in decision making						
25	There is a clear rule and regulation that direct employee how participation on organizational activities					
26	Managers seek my opinions and consider them in their decision Making					
27	There is scheduled meeting time that include all of employee.					
28	The organization discuss with employee on several issues before decision.					
29	The organization accept employee feedback and take corrective actions					

Part two: Organizational commitment measure

Organizational Commitment						
1	I would be very happy to remain with my current organization.					
2	I really feel as if this organization's problems are my own.					
3	I do not have a strong sense of "belongingness" to my department.					
4	I do not feel "emotionally attached" to this organization.					
5	I do not feel like "part of the family" at my organization.					
6	This organization has a great deal of personal meaning for me.					