



**MEKDELA AMBA UNIVERSITY  
COLLEGE OF BUSSINESS AND ECONOMICS  
DEPARTMENT OF MANAGEMENT**

**DETERMINANTS OF EMPLOYEE COMMITMENT IN THE PUBLIC  
HEALTH SECTOR: THE CASE OF MEKANE SELAM GENERAL  
HOSPITAL.**

**A RESEARCH SUBMITTED TO COLLEGE OF BUSINESS AND  
ECONOMICS, DEPARTMENT OF MANAGEMENT IN PARTIAL  
FULFILLMENT OF THE REQUIREMENT FOR AWARD OF  
MASTERS DEGREE IN BUSINESS ADMINISTRATION (MBA).**

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**JANUARY, 2026**

**MEKANE SELAM, ETHIOPIA**

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## **DECLARATION**

I ZeynebaAyalew hereby declare that the thesis, entitled “Determinants of Employee Commitment in the Public Health Sector: The Case Of MekaneSelam General Hospital.” submitted to the Department of Management, College of Business and Economics, MekdelaAmba University, in partial fulfillment of the requirements for the award of the Degree of master’s degree in business administration (MBA) is a record of original research work done by me during from 01/09/2017 up to 02/05/2018 (E.C), under the supervision and guidance of DrGirmaTefera, and it has not formed the basis for the award of any Degree /Diploma / Associate ship / Fellowship or other similar title of any candidate of any university.

Place: MekaneSelam

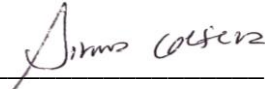
Date 02/05/2018 E.C

Signature of the Candidate

**APPROVAL SHEET**  
**ADVISOR CERTIFICATE**

This is to certify that the thesis, entitled “Determinants of Employee Commitment in the Public Health Sector: The Case Of MekaneSelam General Hospital.” submitted to the Department of Management, College of Business and Economics, MekdelaAmba University, in partial fulfillment of the requirements for the award of the Degree of Master’s degree in business administration (MBA) is a record of original research work done by ZeyebaAyalew during the period From 01/09/2017 up to 02/05/2018 (E.C) under my supervision and guidance and the thesis has not formed the basis for the award of any Degree / Diploma / Associate ship / Fellowship or other similar title of any candidate of any University and it complies with the regulation and accepted standards of the university.

Name of Advisor: DrGirmaTefera

Signature: 

Date: \_\_\_\_\_

# GENERAL APPROVAL SHEET

MEKDELA AMBA UNIVERSITY  
COLLEGE OF BUSSINESS AND ECONOMICS  
DEPARTMENT OF MANAGEMENT

DETERMINANTS OF EMPLOYEE COMMITMENT IN THE PUBLIC HEALTH  
SECTOR: THE CASE OF MEKANE SELAM GENERAL HOSPITAL.

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Name of chairperson

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Signature

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Date

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**Zeyneba Ayalew**

## **Acronyms/Abbreviations**

EC – Employee’s Commitment

AC – Affective commitment

CC – Continuance commitment

NC - Normative commitment

SPSS -Statistical Package for the Social Sciences

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## **ABSTRACT**

*This quantitative study, utilizing an explanatory research design, investigated the key factors influencing employee commitment in the public health sector, focusing on Mekane Selam General Hospital. Data was collected from e total populations of 289 employees sample of 160 employees using simple random sampling techniques and analyzed using descriptive and inferential statistics, including Pearson correlation and regression analysis, through SPSS v.27. The Pearson correlation analysis revealed that the dependent variable (employee commitment) had a strongly positive correlation with the independent variables of career development ( $r=0.768$ ), performance appraisal ( $r=0.652$ ), and work place environment ( $r=0.680$ ), while leadership style had a moderately positive correlation ( $r=0.594$ ). This indicates that all the independent variables were significantly correlated with employee commitment in the studied health facilities. Furthermore, the Pearson correlation analysis result indicated that there is a significant and strongly positive correlation between the dependent variable (employee commitment) and independent variables (career development ( $p<0.00$ ), leadership style ( $p<0.00$ ), working environment ( $p<0.00$ ), and performance appraisal ( $p<0.00$ ). Collectively, the four independent variables accounted for 75 % of the variance in employee commitment, with the remaining 25 % explained by other variables. The study recommends that the health sector should assess employee training needs, invest in capacity-building initiatives, and involve employees in the development of strategic plans to enhance their commitment. Additionally, the health sector should review and align their policies and practices related to career development, leadership style, working environment, and performance appraisal to create a more committed and engaged workforce.*

**Key words:***Employees Commitment, career development, leader ship style, working environment, and performance appraisal*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

According to (Nwaeke & Obiekwe, 2017) the term organization is a group of people bound together to provide unity of action for the achievement of a predetermined objective and organization creates for themselves a structure that enables they co-ordinate their various activities and control the actions of their members.

Employee's commitment is referred to as the Psychological link between the employee and organization which makes the employee leaving the organization voluntarily less likely (Allen & Meyer, 1996). As Meyer and Allen theorized three types of organizational commitment in 1991: affective, continuance, and normative commitment. Affective commitment is related to an employee's emotional connection, identification, and participation in the organization. Normative commitment is about employees' feelings of responsibility to the organization, while continuance commitment is associated with perceived costs related to exiting the organization. Hence, the current study will also address such relationships among their commitment with the nature of the organization. In doing so, the researcher will address the determinants of employees commitment according to the above their domains commitment natures.

Employee's commitment is a key factor in achieving the overall success and objective of the institution. In the business context, a change toward an efficiency model based on organizational commitment is required. Human resource management is positioned as one of the main functions within the organization where working conditions, worker welfare and job satisfaction are valued, which helps to maintain high levels of organizational commitment (Tiwari and Singh, 2014; Kurtessis et al., 2017).

In Ethiopian, however a little research conducted in these areas, the point indicates that, in order to enhance employees' commitment in the sector, management efforts must be directed to improve the training and development mechanisms to staffs. Additionally, commitment may be enhanced by arranging different award and improving their management styles to get committed staff in every time (Keno Amsalu & Matino Mengistu, 2019). Also, other research findings by Ahmed Shikur (2019) indicates that, for successful implementation of required

changes in organization level, the support of top decision makers is really significant very critical. In addition to this any proposed change can be implemented successfully when it is beneficial or the priorities of the organization.

In the healthcare field, multiple researches are found regarding organizational commitment, where it is linked to other factors related to human resources management. Mousa and Puhakka (2019) delve into the relationship between responsible leadership and organizational inclusion, where they conclude that an environment of respect, equality and equity in the workplace contribute positively to the development of affective, normative and continuity engagement of physicians. The commitment to continuity or permanence is positioned as one of the critical aspects in healthcare institutions due to the high turnover of nursing staff. Older and more experienced nurses are more willing to stay in their jobs, although it also depends on the labor market opportunities in each case. Affective commitment in health care also has a clear particularity for this sector as it is positively related to job satisfaction and trust in the organization.

Commitment is an attitude about employees' loyalty towards organization and it's a continuous process that show itself by individuals' participation in organizational decisions, paying attention to members, and organization's advantage and success (Niyongabo, 2019) defined organizational commitment as relative level of defining individual's identity in relation to organization and his participation

Employee's commitment among healthcare workers is crucial for effective healthcare delivery and positive patient outcomes (Al Otaibi, et al., 2023). While high-pressure environments are common across various sectors, the healthcare sector faces unique challenges where worker commitment directly impacts system functionality and quality of care. Healthcare professionals, including doctors, nurses, pharmacists, and support staff, operate in inherently stressful and emotionally demanding settings (Aruoture & Adegbie, 2024).

Employee commitment (EC) is recognized as a pivotal determinant driving positive outcomes at the organizational level (Khan, 2013). The study specifically focus on assessing the determinants of employee commitment among employees in the public health sector, with a particular emphasis on affective, normative, and continuous commitment dimensions. These dimensions of commitment will be analyzed in relation to various independent variables,

such as responsible leadership, workplace inclusion, job satisfaction, trust in the organization, and perceptions of supervisor fairness, to understand their impact on organizational commitment levels. Ultimately, the study aims to provide insights into how public sector organizations, specifically Mekane salam General Hospital can effectively foster employee commitment among their employees to enhance overall organizational performance and effectiveness.

The aims of this study are to examine the determinant factors of EC among public health sector and how these factors affect Employee commitment and, how organizations should build employee commitment will also be discussed. That concept known as organizational citizenship behaviors is closely related to commitment. Employee's commitment has been labeled as a key determinant and the driving force of many positive organizational level outcomes (Khan, I. (2013). Therefore, the study is focused on the Determinants of Employee's Commitment in Public Sector the case of Mekane salam General Hospital.

## **1.2 Statement of the problem**

Employee's commitment among employees in the public health sector is a critical factor in ensuring the delivery of effective healthcare services. However, there is insufficient understanding of the specific determinants influencing Employee's commitment among employees in the public health sector. While Employee's commitment is widely acknowledged as crucial for effective healthcare service delivery, the factors that drive or impede commitment within this particular context remain inadequately explored. Existing research has largely focused on Employee commitment in other service industries, with limited attention given to the unique dynamics of the public health sector. So, there is a need to identify and address the distinct factors that shape Employee's commitment among public health sector employees to develop targeted strategies for enhancing commitment levels and ultimately improving healthcare service delivery. Several scholarly studies have explored the determinants of EC in the public health sector, shedding light on the critical factors that influence employee commitment within these organizations. Here are some key critical rationalities and scholarly literature that examine the determinants of Employee's commitment in the public health sector: A study by Meyer, Stanley, Hers covitch, and Topolnytsky (2002) examined the relationship between different leadership styles and commitments among healthcare employees. The study found that transformational leadership was positively associated with higher levels of organizational commitment. Further, study by

Munn, Duffield, and Cowman (2016) explored the influence of the work environment on nurses' Employee commitment in public health settings. The findings indicated that a supportive work environment, including positive employee culture and effective teamwork, significantly contributed to higher levels of employee commitment.

Employee's commitment has both positive and negative consequences for organizations, especially in the case of the health sector. Low Employee's commitment influences the overall working behaviors among institutional level. In a healthcare setting, these lead to increased medical errors and increased and/or repeated hospitalizations. It also results in reduced patient satisfaction towards health services provision and elevated medical costs, cumulatively leading to interruptions of normal function. These ultimately result in a loss of organizational effectiveness and efficiency. In an organization where all these are common healthcare problems, it, finally, leads to low quality of healthcare. Fantahun, et al (2023).

The study aims to investigate the underlying determinants of Employee's commitment in public health sectors employees, including factors such as leadership styles, performance appraisal, work environment, , and career development. Understanding these determinants is essential for public health sector organizations to develop strategies that enhance employee commitment, which ultimately impacts the quality of healthcare services provided. While others didn't address, the current study was met the previous research gaps through using econometrics model beyond the descriptive statistics as it was help to find out detail understanding and analyses about the issues. And, as the study is the first kind in the study areas, it will provide the valuable insights for these public health sectors. Additionally, the nature of the study areas is naturally vulnerable and human made risk factors like civil war; as these may affect employee's commitment. So, by considering these determinants, public health organizations can develop evidence-based strategies to enhance employee commitment, ultimately contributing to improved service delivery and patient outcomes. Therefore, the study was address the Determinants of Employees Commitment and its levels among Public Sector Employees in the case of Mekane selam General hospital.

### **1.3 Research Questions**

In light of the above, this study aims to address the following research questions:

1. How does leadership style affect Employee's commitment in the public health sector in Mekane selam General hospital?

2. How does Career development affect Employee's commitment in the public health sector?
3. How does work environment affect Employee's commitment in the public health sector?
4. How does performance appraisal affect Employee's Commitment in the public health sector?

## **1.4 Research objectives**

### **1.4.1 General Objective**

The Objective of this study was to investigate the Determinants of Employee's Commitment among Public Health Sector Employees of Mekane selam General hospital.

### **1.4.2 Specific Objectives**

1. To identify the effect to which career development affects Employee's commitment in public health sectors employee in Mekane selam General hospital .
2. To assess the extent to which leadership style affects Employee's commitment in public health sector in Mekane selam General hospital
3. To investigate the extent to which the nature of work environment affects Employee's commitment in public health sector employee in Mekane selam General hospital .
4. To examine the effect of performance appraisal affects Employee's commitment in public Health sector employee in Mekane selam General hospital

## **1.5 Significance of the Study**

By identifying the determinants of organizational commitment, this research was seeks to provide valuable insights for public health sectors, sector managers and policymakers to implement targeted interventions and policies aimed at improving employee commitment and, consequently, the quality of healthcare delivery. It holds significant importance due to several reasons: Understanding the determinants that influence organizational commitment can help public sector organizations to improve employee retention rates and enhance overall performance. Committed employees are more likely to stay with the organization and demonstrate higher levels of productivity and dedication to their roles. Committed employees in the public health sector are more likely to provide high-quality services, leading to improved patient care and satisfaction.

By studying the determinants of employee commitment, public health organizations will create a supportive environment that fosters employee dedication and, in turn, positively impacts service quality. Also, identifying the determinants of employee commitment was help to develop strategies to reduce turnover and associated costs and it was help leaders to create a positive work environment that promotes employee engagement and commitment. Further, findings from studies on employee commitment was inform the development and implementation of policies aimed at improving employee satisfaction, well-being, and commitment within the public health sector. Committed employees are more likely to contribute to positive public health outcomes, including effective disease prevention, health promotion, and patient care. By studying the determinants of employee commitment, public health organizations can align their workforce with the mission of improving community health. It also contribute to building trust and confidence among stakeholders, including patients, families, and the broader community. This trust is essential for the success and reputation of public health organizations.

## **1.6 Scope of the Study**

Geographically, the study was confined to assess the determinants of Employee's commitment among public health sector employees in case of Mekane selam General hospital. Conceptually, despite there is being other determinants of Employee's commitment among public health sector employees the focus of this study such as career development, performance appraisal, leadership style, and work environment natures. Methodologically, the research design of the study was explanatory Also, it aims to address the professional workers or experts and the administrative staffs are the focus of this study. Timely since this is academic research, the research is finalized based on the academic calendar of the university. Therefore, the research is delimited in time by the academic calendar. This is 2018 E.C

## **1.7 Definition of key terms**

**Employees Commitment:** - the psychological bond, loyalty, and dedication an employee feels towards their organization, reflecting their emotional attachment, identification with company goals, and willingness to exert extra effort for its success, leading to higher retention, productivity, and a stronger company culture It is the psychological bond of an employee to an organization, the strength of which depends on the degree of employee

involvement, employee loyalty and belief in the values of the organization. It consists of three factors (Meyer and Allen, 2008).

**Career Development:-** the lifelong process of managing your learning, work, and transitions to achieve personal and professional goals, involving skills acquisition, strategic decisions, and exploring opportunities for growth, not just promotions, but also personal fulfillment in your working life for this reason of people changing behaviors, organizations apply the strategies of restructuring and downsizing that play important role in the organization's career development environment. And as the outcome of this, employees are able to self-manage their careers (Arthur, Khapova & Wilderom, 2005; Yusof, Munap, Badrillah, Hamid & Khir, 2017).

**Leader Ship Style:** -Leadership styles, such as transformational and supportive leadership, positively impact employee commitment by inspiring trust, creating a positive work environment, and aligning individual and organizational goals. (Bass, B. M., & Riggio, R. E. (2006).

**Working Environment** A positive work environment, characterized by supportive colleagues, effective communication, and a healthy organizational culture, fosters a sense of belonging and commitment among employees. (Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013).

**Performance Appraisal:-**According to Paul, W. T., & Laurel, J. M. (2010) an assessment of the quality of a person's work in a job. Performance Appraisal is the particular and formal assessment of an employee conducted to decide the degree to which the employee is performing his or her job efficiently.

### **1.8 Limitation of the study**

the lack of awareness, reluctances, creating delayed by giving appointment for different reasons due to the pandemic afraid of contamination and the unwillingness among the respondents to fill out questionnaires with due care and didn't return them on time were among some of the limitations that the researcher faced from the sides of the respondents.

Finally, this intimate that, the finding and analysis of this paper was depending up on the quality of their response. So that, lack of confidential information, some filled them wrongly or others did not fill it completely and inappropriately filled was limits the validity and reliability of the research paper. But, the most important restrictions anticipated by the researcher were shortages.

## **1.9 Structure of the Research study**

The study was organized into five chapters. Chapter one consisted of the introduction part, which contains, the background of the study, statement of the problem, objectives of the study, research hypotheses, scope or delimitation of the study, and significance of the research paper. Chapter two included the literature review regarding the research area of the thesis and set out the empirical as well as theoretical frameworks for the research, and the conceptual framework. Chapter three consists of the research methodology which contains the research approach, design, and population study and data collection instruments. Chapter four consist of the research results and discussion. Finally, the last was chapter five and it was comprise three sections the summary of the major findings, conclusions of the study and the recommendations. With the three portions, the chapter was address the problem stated in the initial chapters of the study. Finally, both the reference and annex was include at the final part of the thesis

# CHAPTER TWO

## REVIEW OF RELATED LITERATURE

### 2.1. Theoretical Concepts

Commitment is the bond employees experience with their organization. Broadly speaking, employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organization. Different scholars define employees and organizational commitment differently at different times depends on the approach to commitment that one is adhering to. According to Allen & Meyer, (1996)

Commitment is a significant effect on an organization's successful performance, according to the studies. This is because a highly dedicated employee will identify with the organization's aims and values, will have a deeper desire to belong to the organization, and will be willing to engage in more organizational citizenship behavior, such as going beyond their job responsibilities. In addition, if human resources are an organization's most valuable asset, then dedicated human resources should be considered a competitive advantage (Saks, and et al., 2015)

Employee's commitment, along with job satisfaction, is one of the most commonly studied job attitudes within the psychological sciences and is often used to gauge how employees feel about their job. Research on Employee's commitment has largely been a fragmented endeavor, with no clear consensus on what Employee's commitment actually is or how it should be conceptualized. To date, there is not one definition that is regarded as the best, but there are some common themes that can be seen throughout the many definitions in existence. For example, most definitions refer to Employee's commitment in terms of a tie that binds employees to their organization (Allen, 2016). Other common definitions describe Employee's commitment as loyalty, a psychological bond, and identification with an organization, or something that drives one to give energy to and pursue activities for the good of one's organization (Allen, 2016).

### **2.1.1. Dimensions of Employee's Commitment**

The most basic theory of Employee's commitment is conceptualization Meyer and Allen (1997) which uses three dimensional models to conceptualize organizational commitment as affective, continuance and normative commitments.

#### **2.1.1.1 Affective Commitment (AC)**

According to Meyer and Allen (1996) Affective commitment refers to an employee's emotional attachment to, involvement in, and identification with the organization and its goals. Similarly, Mowday et al. (1982) conceptualized affective Employee's commitment as "an individual's attitude towards the organization, consisting of a strong belief in, and acceptance of, an organization's goals, willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization" Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck & Wilson, 2000). Affective commitment involves three aspects such as believe in the goal and values of the organization, works hard for the organization and, the desire to maintain organizational membership. The organizational commitment model of Meyer and Allen (1996) indicates that affective commitment is influenced by factors such as job challenge, role clarity, and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability. AC reflects the identification and commitment situation where the employees stay in the organization with their own will (Allen & Meyer, 1990). Affective commitment is also attitudinal based and in this situation the employee sees him/herself as a part of the organization. Individuals with high levels of affective commitment continue employment because they want to. Therefore, it is very important for the organizations to have 9 employees feeling affective commitment since strong affective commitment means employees willing to stay in the organization and accepting its objectives and values (Allen & Meyer, 1990).

AC is a positive attitude toward the organization (Singh & Gupta, 2015). Mahal (2012) also noted that an individual's attitude is directly related to whatever personal values they bring to the organization. How individuals identify and involve themselves within an organization exemplifies the relative strength of AC (Faloye, 2014)

### **2.1.1.2 Continuance Commitment (CC)**

Continuance commitment is a commitment situation originating from the needs of employees to stay in the organization considering the costs of leaving Buitendach and de Witte (2005) stated that continuance commitment can be conceptualized as the tendency for employees to feel committed to their organization based on their perceptions of the associated costs of leaving the organization. Kanter (1968) defined continuance commitment as cognitive – continuance commitment as that which occurs when there is a profit associated with continued participation and a cost associated with leaving. Similarly, Meyer and Allen (1993) indicated that continuance commitment can be used to refer to anything of value that an individual may have invested (e.g. time, effort, and money) that would be lost to be deemed worthless at some perceived cost to the individual if he or she were to leave the organization. Allen and Meyer (1990) suggested that continuance commitment develops on the basis of two factors the first one is number of investment individuals make in their current organization and the second one is perceived lack of alternatives. These investment can be anything that the individual considers valuable such as pension plans, organization benefits, status, and other that would be lost by leaving the organization, which makes them stay with their current employers (Meyer & Allen, 1993) Therefore, continuance commitment reflects the recognition of costs associated with leaving the organization, and anything that increases perceived costs can be considered as an antecedent. Those with high levels of CC stay with the organization because they need to. Thus, the employee keeps his organization membership thinking it might cost him too much to leave the organization (Allen & Meyer, 1990).

The second dimension, as developed by Meyer and Allen (1991), relates to a cost-benefit analysis of the employee, such as the loss of economic investments and difficulties in finding a new job. Whether the employee remains with a company is evaluated in terms of the perceived costs of leaving. Influenced by tenure, positional authority, or length of service, employees choose to remain committed because they feel they have too much to lose by leaving (Singh & Gupta, 2015). CC can be regarded as a contractual attachment to the organization (Beck & Wilson, 2000). The individual's association with the organization is based on an ongoing assessment of economic benefits gained by remaining with the organization (Faloye, 2014). Organizational members develop commitment because of the positive extrinsic rewards obtained without necessarily identifying with the organization's goals and values (Faloye, 2014).

### **2.1.1.3. Normative Commitment (NC)**

Meyer and Allen (1996) define normative commitment as “a feeling of obligation to continue employment.” Those with high levels of normative commitment stay with an organization because they feel they ought to remain (Allen & Meyer, 1990). The normative aspect develops as individuals’ perception of their moral obligation to remain with a specific organization, irrespective of how much status improvement or fulfillment the organization gives the individual over the years (Marsh & Mannari, 1977). 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 (Meyer et al., 2004). Meyer and Allen (1990) elaborated that NC may develop when an organization provides the employee with different rewards such as paying college tuition and costs associated with different job trainings. Recognition of these investments on the part of the organization may create an imbalance in the employee-organization relationship and cause employees to feel an obligation to reciprocate by committing themselves to the organization until the debt has been repaid. The strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members (Suliman & Iles, 2000). A person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals often feel an obligation to repay the organization for investing in them, for example through training and development.

NC is determined by the rules an individual accepts and the reciprocal relationship between the organization and its employees (Abreu, Cunha, & Rebouças, 2013). The concept of reciprocity is based upon social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000; Singh & Gupta, 2015). This implies that individuals remain committed to an organization from a perceived obligation to repay the organization for investing in them, for example, through training and development (Singh & Gupta, 2015).

## **2.2. Empirical Literatures**

### **2.2.1. Determinants of Employee's commitment**


#### **2.2.1.1. The influence of the work environment on employee Commitment**

The previous study results show that there are a significant influence between the work environment and the employee's performance in health sectors. Researchers use the theory from Faustino Cardoso Gomes (2013) that the work environment is a work process in which the environment interacts according to certain patterns. Each has specific characteristics and values. Selling is based on the theory of Robbins (2006), where the physical work environment is a factor of employee work stress that affects job performance. In this study, researchers only looked at physical work environment factors such as lighting, air temperature, and noise, use of color, space to move, job security, and the relationship between employees. The results of this study are supported by research conducted by Joko Purnomo (2008), which states that there is a significant influence between work environment and employee performance. The opinion of Robbins and Judge (2012) and Ndraha (2005) explains that understanding organizational culture and how to demonstrate understanding of corporate culture and how it is created, maintained, and studied will increase the ability to explain and predict organizational behavior so that it helps management to improve performance. A positive work environment, characterized by supportive colleagues, effective communication, and a healthy organizational culture, fosters a sense of belonging and commitment among employees. (Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013).

Organizational commitment, defined as the emotional and psychological attachment to one's workplace, comprises affective, continuance, and normative dimensions (Meyer & Allen, 1991). Affective commitment, the emotional connection and identification with the organization, is often driven by meaningful work aligned with personal values (Al Otaibi, et al., 2023). Workplace happiness, encompassing positive emotional states, satisfaction, engagement, and well-being, is crucial for employee performance and organizational success (Kun & Gadanecz, 2022; Javanmardnejad, et al., 2021). It involves a proactive sense of contentment and motivation, driven by factors like fair compensation, growth opportunities, supportive leadership, work-life balance, and recognition (Akinwale, et al., 2024; Ekpechi & Igwe, 2023). This is particularly important in the healthcare sector, where professionals experience higher rates of distress, burnout, depressive symptoms, and suicidal ideation compared to other sectors. Employers strive to cultivate workplace happiness to enhance

employee relations, improve remuneration, and retain competent staff, ultimately boosting organizational performance. Workplace happiness is paramount among workers in the healthcare sector. For instance, there is more evidence that healthcare professionals experience higher levels of distress, burnout syndrome, depressive symptoms, and suicidal ideations than other professionals in other sectors. Employers attempt to keep employees happy in order to enhance good relationships among employees and employment remunerations and to retain competent and productive (; Ekpechi & Igwe, 2023)

Thus, the following hypothesis is formulated:

 *Work environment is positively and significantly effect on organizations commitment.*

### **2.2.1.2. Leadership style and Employee's Commitment**

Leadership style plays a crucial role in influencing an organization's culture, employee morale, and overall performance. It shapes how leader interact with their teams, make decisions, communicate goals and inspire motivation. A well-suited leadership style can foster a positive work environment, increase employee satisfaction, and drive innovation. On the other hand, an ineffective leadership style can lead to disengagement, conflicts and decreased productivity. The importance of leadership style lies in its ability to impact employee commitment, teamwork, and ultimately the success of the organization. Performance continues to be a key issue among organizational researchers and employees are bound to perform well where they are treated well (Haque et al., 2017; Barney, 1997; Ushakov et al., 2017) Employee commitment has been a subject that organizational researchers are interested in (Meyer et al., 1993; Meyer & Allen, 1991, 1984; Mathieu & Zajac, 1990; Mowday et al. 1982; Ushakov, 2011, Mezinova et al., 2022, 2023). One of the main reasons is that organizations have to sustain in a competitive business through committed employees. Many researchers agreed that an organization's success is determined, by having a high level of organizational commitment (Jassawalla & Sashittal, 2003; Brooks, 2002; McElroy, 2001). Employee commitment is highly important for organizations for several reasons; such as increased productivity; committed employees will put more extra effort and go extra mile, leading to higher productivity levels. 1. Reduced turnover; committed employees are less to leave the organization, reducing recruitment and training cost. 2. Higher quality work; committed employees tend to take pride in their work and deliver higher quality results. 3. Positive Workplace Culture; committed employees contribute to a positive and supportive work environment. 4. Innovative and creativity; committed employees are more likely to contribute ideas and innovations that can drive the

organization forwards. The relationship between leadership style and organization commitment is significant in shaping an organization's success. A leader that promotes open communication, empowerment, and a sense of purpose tends to foster higher levels of employee commitment. Leaders who inspire and motivate their teams, often lead to greater employee dedication. On the other hand, leadership style that lack involvement, support or appreciation can result in reduced employee commitment and increased turnover. Recognizing the impact of leadership style on employee commitment helps organizations cultivate a positive work environment and maintain a motivated and engaged workforce. Leadership styles, such as transformational and supportive leadership, positively impact employee commitment by inspiring trust, creating a positive work environment, and aligning individual and organizational goals. (Bass, B. M., & Riggio, R. E. (2006).

Therefore, the following hypothesis is formulated:

✚ *Leadership style is positively and significantly effect on Employee's commitment.*

### **2.2.1.3. Career Development and Employee's s Commitment**

Career development planning is essential for both the individuals and for the organization because it is not possible to plan for the career without identifying the needs of organization and competencies of employees. So organization's needs cannot be satisfied without satisfying individual needs (Lingham, 2000). There are many techniques and procedures for the career development like the career counseling, individual development planning, training and development, and mentoring. Organizations use these techniques and procedures to develop the career of their employees. According to the Nameroff, Garant and Albert (2004), organizations provide full support to employees including time, benefits and funds to achieve their goals. The business environment has rapidly changed the people's attitude towards the career development and organizational performance. For this reason of people changing behaviors, organizations apply the strategies of restructuring and downsizing that play important role in the organization's career development environment. And as the outcome of this, employees are able to self-manage their careers (Arthur, Khapova & Wilderom, 2005; Yusof, Munap, Badrillah, Hamid & Khir, 2017). Career development objectives can be achieved by the organizational support. According to the (Lingham, 2000) organizations support their employees to develop their careers by providing them training and guidelines. In any industry, the success is dependent upon their human resources and they are productive when the organization provides full opportunity to them. The career development for employees is very important for organization's activities and is also important for business

strategies (Wright & Belcourt, 1994). According to the Schein and Schein, (1978), Hall and Torrington, (1998) and Callan and Greenhaus, (1994) employee's career development is connected with individual's development and their career stages and fulfills the needs of organization. Organizations used many strategies and programs that shaped their employees' career which plays the important role to fulfill the individual's needs regarding (job security, skill development, promotions) and also fulfill the needs of organization such as employee's loyalty, trust, and commitment (Callan & Greenhaus, 1994; Feldman & Weitz, 1988).

Organizational development culture incorporates the individual career development. According to the (Younis, Akram & Naseeb, 2013) individual is responsible for his own career and skills development. An organization makes an employee successful career (Bailyn, 1989). Herriot (1995) states that working environment affects employee's interest to contribute in their career development. According to Holbeche (1995), employees become more responsible and take more interest in career development when there is a high risk in their jobs.

According to Shaw, (2006) and Mayo, (1991) employees are the assets for any organization and their skills, knowledge and abilities are the important aspects for organization. According to the Callan and Greenhaus (1994), employees' career development is highly related to human resource system and correlated with the career development system. Career development opportunities signal an investment in employees' growth, enhancing their commitment..

According to Engetou (2017) findings, training and development is a call for concern in today's growing society because if the performances of the employees are not good enough, it will affect the organization and to overcoming human resource personnel to ascertain the strength and deficiencies of employees; they may take the necessary action or corrective measures thereby altering work attitude necessary in attaining the goals and objectives of the organization hence it is an undeniable fact that in recent times many organizations have come to the realization the importance of the role "of training and development because it increases the organization staff efficiency, skills, and productivity". Training and development are a continuous effort designed to improve employees' competence and organization performance as a goal to improve the employees' capacity and performance (Engetou, 2017).

Therefore, the following hypothesis is formulated:

🚩 Career development *is positively and significantly effect on employees commitment.*

#### **2.2.1.4. Performance Appraisal and Employees Commitment**

Kurt (2014) explains performance appraisal as major issue of controversy when it comes to management circles. While managers use performance appraisal system but the outcomes is always a disappointment with the process and one of their function is to ensure organization are effective and efficient. In order for managers to achieve the organizational goals they individual levels of performance must be assessed. Brumbach (2008) define performance as a means of both results and behavior, which comes on its own right and will or can be judged differently from results. Performance measurement is also referred to as performance appraisal is one exercises that human resources department most daunting task in most of the organizations that the HR department has to carry out in regular basis. If performance appraisal is not carried out perfectly it can cause ripples among staff and can be seen to be unfair and ineffective. Armstrong and Baron (2009) indicate that performance is a multidimensional construct which measurement is based on several factors.

Performance appraisal also have negative effects in organization and this has become an issue of concern in many organizations that have not put in place the right tools for staff performance measurement and in order to determine whether its strategy is being achieved organizations should put in place a good performance system. Performance measurements generates data that is used to gauge the direction in which organization is headed and it allow organization to design, control and account for staff performance as laid out in the organization strategy (Henri, 2014).

Studies carried out on performance measurements systems indicate that there is shift from traditional methods of staff appraisal, where staffs are engaged with questionnaires to fill in regards to their performance. The traditional approaches of appraisal staff were required to measure their own based on what are able to achieve with reference to job description, management would then rate staff based on the questionnaires without staff interaction. These methods are not effective because staff will obviously give wrong information. Appraisal system fall in two categories that is traditional methods (put emphasis on individual traits) and modern methods (put emphasis based on evaluation of work results) (Kurt, 2014).

A study conducted by Blasé and Blasé in 2013 in United States outlined that a number of employees report being victims of unfair performance evaluation. The outcome, information

used; the interpersonal dynamics between an evaluator and evaluate and the procedure used of performance appraisal may impact on employee negatively. Unfair performance review may lead to the employee being fired and the emotional stress of losing a job as a result of an unsatisfactory performance appraisal can result to physical manifestations from exhaustion to cardiac and repository issues (Blasé & Blase, 2013). Where performance appraisal is conducted properly both subordinates and supervisors have reported the outcome as beneficial and positive. According to Lindquist (2015) in the developed countries fairness of performance appraisal procedures may be associated with fairness outcomes. However according Fisher (2007) this is not an appropriate use of performance appraisal system because its outcomes are the determination of the appropriateness of pay increase. Effective performance appraisal systems provide feedback, recognition, and clear expectations for employees. When employees feel their performance is acknowledged and aligned with organizational goals, it positively influences their commitment (DeNisi, A. S., & Murphy, K. R. (2017).

Hence the following hypothesis was formulated:

- ✚ *Performance appraisal is positively and significantly effect on Employee's commitment.*

Employee's commitment among employees in the public health sector is a critical factor in ensuring the delivery of effective healthcare services. However, there is insufficient understanding of the specific determinants influencing employee commitment among employees in the public health sector. While organizational commitment is widely acknowledged as crucial for effective healthcare service delivery, the factors that drive or impede commitment within this particular context remain inadequately explored. Existing research has largely focused on organizational commitment in other service industries, with limited attention given to the unique dynamics of the public health sector. So, there is a need to identify and address the distinct factors that shape Employee's commitment among public health sector employees to develop targeted strategies for enhancing commitment levels and ultimately improving healthcare service delivery. Several scholarly studies have explored the determinants of organizational commitment in the public health sector, shedding light on the critical factors that influence employee commitment within these organizations. Here are some key critical rationalities and scholarly literature that examine the determinants of organizational commitment in the public health sector: A study by Meyer, Stanley, Herscovitch, and Topolnytsky (2002) examined the relationship between different leadership

styles and commitments among healthcare employees. The study found that transformational leadership was positively associated with higher levels of organizational commitment. Further, study by Munn, Duffield, and Cowman (2016) explored the influence of the work environment on nurses'

Commitment is a significant effect on an organization's successful performance, according to the studies. This is because a highly dedicated employee will identify with the organization's aims and values, will have a deeper desire to belong to the organization, and will be willing to engage in more organizational citizenship behavior, such as going beyond their job responsibilities. In addition, if human resources are an organization's most valuable asset, then dedicated human resources should be considered a competitive advantage (Saks, and et al., 2015)

Workplace happiness, encompassing positive emotional states, satisfaction, engagement, and well-being, is crucial for employee performance and organizational success (Kun & Gadanez, 2022; Javanmardnejad, et al., 2021). It involves a proactive sense of contentment and motivation, driven by factors like fair compensation, growth opportunities, supportive leadership, work-life balance, and recognition (Akinwale, et al., 2024; Ekpechi&Igwe, 2023).

Inadequate budgetary allocations, delayed salaries, and insufficient infrastructure are persistent issues (Aruoture & Adegbe, 2024; Akinwale & George, 2023). Insufficient remuneration, suboptimal working conditions, and limited access to technology drive migration to better-resourced foreign systems, contributing to over one billion dollars spent annually on medical tourism. While collectivist values foster a sense of duty, this intrinsic motivation is often insufficient to overcome systemic challenges.

According to a study conducted in major cities of China (Juan Yang , 2019), leadership style and commitment were strongly correlated ( $r = 0.64$ ,  $p < 0.01$ ) and negatively strongly correlation among leadership and intention to leave the organization ( $r = -0.50$ ,  $p < 0.01$ ), which means, employees wanted to not leave the organization or they intended to stay in or commit to the organization. According to the study conducted at Wolaita Sodo University Academic Staff (Amsalu K. and Mengistu M., 2019), the employee commitment had almost strong correlations with management styles ( $r=0.76$   $P<0.001$ )

According to NigusuWorku et al (2019), the study participants dissatisfied almost 61% with the supervisor. Transformational leadership behavior was significantly correlated to

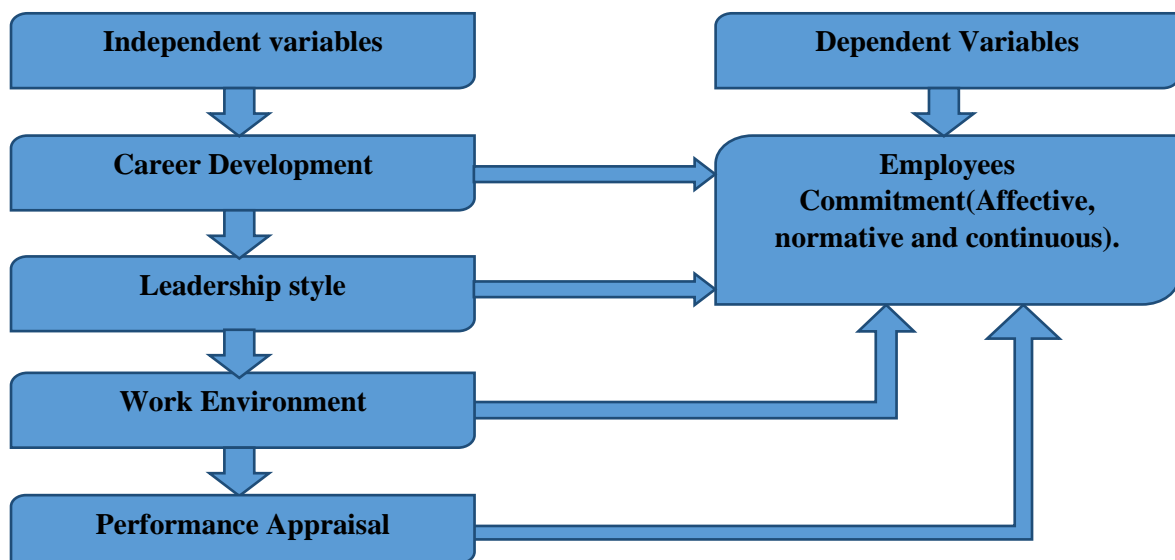
employee commitment at  $P < 0.001$ ) in Jimma University Specialised Teaching Hospital. Almost 52% of the workers were not satisfied with the transformational leadership style in the hospital (Israel B, 2017).

In public organizations of Dire Dawa city Administration, transformational leadership style has strong and significant positive correlation with commitment ( $r = 0.50$ ), while transactional leadership style has no statistically significant correlation with commitment ( $r = 0.34$ ). Laissez-faire leadership has significant and negative correlation ( $r = -0.38$ ) with total commitment (Aschalew, 2020).

The study conducted at Wolaita Sodo University Academic Staff (Amsalu K. and Mengistu M., 2019) indicated that training and development significantly ( $P = 0.001$ ) predicted employee commitment and appeared to be the best predictor of employee commitment with a  $\beta$  coefficient of 0.662, and the employee commitment had strong correlations with career development ( $r = 0.903$ ,  $p < 0.001$ ). The study (E. E. Fabiene and S. L. Kachchhap, 2016) on doctors and nurses of the health care organizations in Cavite, Philippines, identified training and development was positively correlated to employee's commitment ( $r = 0.28$ ,  $p < 0.05$ ). According to Anitha J. (2013), India, the combination of training and career development showed that unstandardized Beta=0.002,  $P=0.982$ . According to Endalkachew Dellie et al. (2016), educational opportunity 247 (73.5%) were reported as unsatisfied.

### 2.3 Conceptual framework

Conceptual framework is a graphical representation of the theorized interrelationships of the variables of a study (Kothari, 2004). The conceptualization of variables in any academic study is important because it forms the basis for testing hypotheses and coming up with generalizations in the findings of the study (Sekaran&Bougie, 2016). The independent variables of this study include career development, leadership style, work environment and performance appraisal whereas Employees Commitment is dependent variable which measured by affective, normative, and continuous commitments.



Source: - Meyer and Allen (2019)

Figure 1 Source: construct from the above literature and focus of the study (2025)

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### 3.1 Study of Area

The study was conducted in Mekane selam General hospital which is found in Amhara Region South Wollo Zone, Mekane selam city administration. It is located 182 km from the Dessie city and 583 km from Addis Ababa.

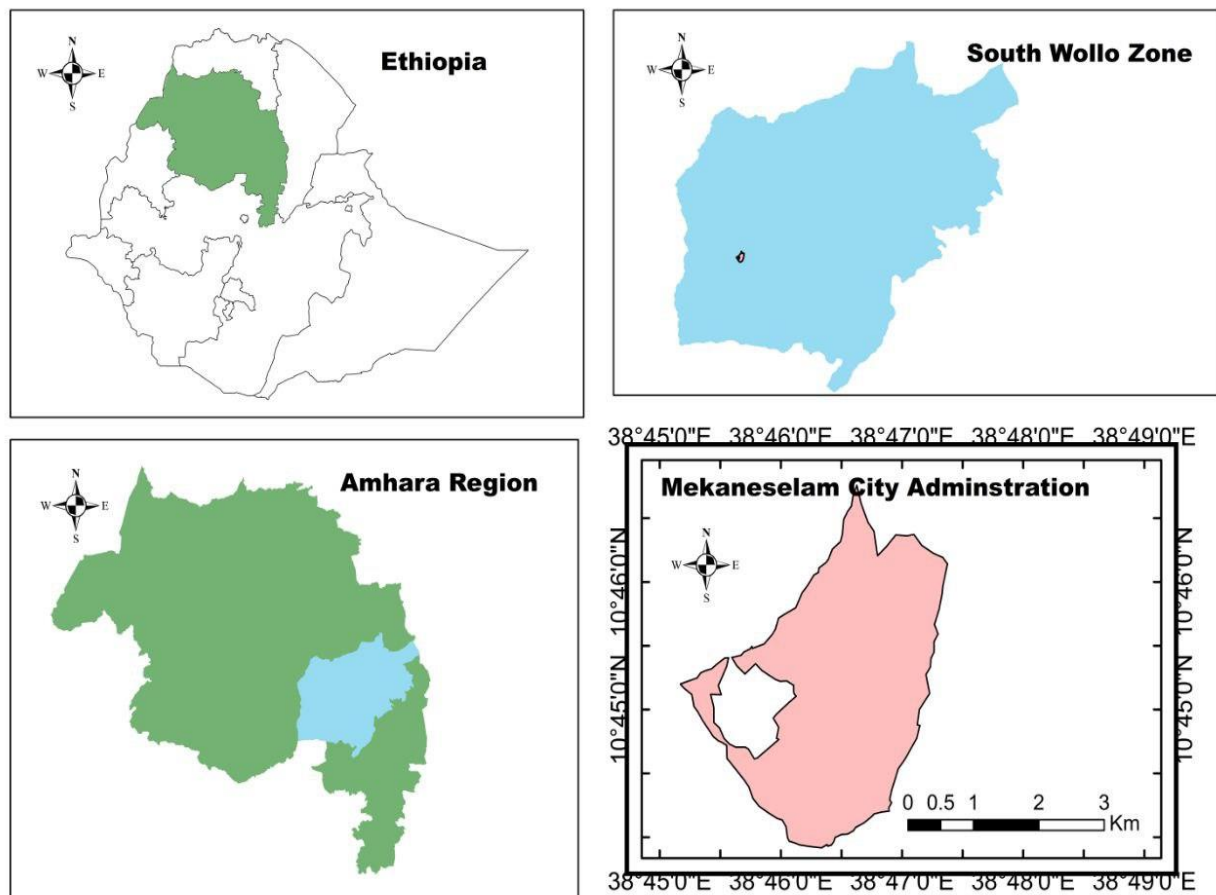


Figure 2 Study area Map (2025)

#### 3.2. Research Approach

As of Creswell (2009), Positivists believe that there is a single reality, which can be measured and known, and therefore they are more likely to use quantitative methods to measure and this reality. The ontological position of positivism is realism. Realism is the view that objects have an existence independent of the knower (Cohen et al., 2007) and its epistemology is objectivism meaning the researcher and the researched are independent entities & its

methodology is directed at explaining relationships & attempt to identify causes which influence outcomes (Creswell & Creswell, 2017), and its methods often generate quantitative data tools includes statistical analysis, standardized tests, closed-ended questionnaires, descriptions of phenomena using standardized observation tools, measurements, and laboratory and field experiments (Pring, 2000). In general, the paradigms and research approach of the current study was the positivist philosophy and the quantitative research respectively

### **3.3. Research design**

It allows the researcher to test very specific theories and make amends to previous theories and the objective of this study was to investigate the determinants of Employee's commitment so the research design for the current study was explanatory research design which was a deductive reasoning approach.

In line with this, (Creswell 2002) contends that correlational research was used when the study seeks to identify the extent to which two or more variables co-vary. In other words, a change in one variable leads to a change in the other variable. The basic objective of correlational design is to explain and predict the association between variables. (Lodico, et al. 2010) held a similar position by stating that “the purpose of correlational research is to measure two or more variables and examine whether there are relationships among the variables”. In addition to this, (Fraenkel et al. 2012) stated that the major purpose of correlational research is to clarify our understanding of important phenomena by identifying relationships.

### **3.4. Target population, sample and sample techniques**

All the items under consideration in any field of inquiry constitute a population. Sekaran and Bougie (2016) define a population as “the entire group of people, events, or things of interest that the researcher wishes to investigate”. The research is conducted in Mekane salam General Hospital so the total concerned units of the population for this study are 289 employees according to the health office human resource department.

#### **3.4.1 Sample size determination and sample techniques**

The sample size is an important feature of any empirical study in which the goal is to make conclusion about a population from the sample. According to Yamane's, the study was

applied a simplified formula to determine the required sample size at 95% confidence level, and allowable error =5%

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

Where: 'n' is the sample size, 'N' is total population and 'e' is the level of Precision. Substitute numbers in the formula:

$$n=289/1+289 (0.05)^2=167.8 = 168$$

Therefore, 168 employees was selected as a sample from 289 workers. The researcher employs simple random sampling. Simple random sampling employ when each member of the population has an equal chance of being selected for the sample. In this case, since all 289 workers have an equal probability of being chosen as part of the sample of 168 employees, simple random sampling ensures that the sample is representative of the entire population of employees. This method helps in minimizing bias and ensuring that the sample accurately reflects the characteristics of the population from which it was drawn. Therefore, the researcher chooses simple random sampling to obtain an unbiased and representative sample of employees for the study.

#### **3.4.2 Simple Radom Sampling technique**

This study would be used probability sampling techniques in order to give equal opportunity forthe target population. According to Kothari (2004), probability sampling is also known as 'random sampling' or 'chance sampling'. Under this sampling design, every item of the universehas an equal chance of inclusion in the sample. The study employed a Simple Radom sampling approach to select a sample of 168 professional health workers and administer from a target population of 289 health care institutions: Mekane Selam General Hospital.

#### **Table 1 Simple Radom sampling**

No	Health institution	NO health workers and administer	Proportion of health workers and administer out of total Sample size	No of professional health workers and administer selected as Sample
1	Mekane selam General Hospital	289	100	168
	Total sample	289	100	168

**Source: Own survey (2025)**

### 3.4.3. Model specification

Multiple regressions are used for regression analysis. It fits model relating response variable Y to multiple predictor variables x1, x2, x3, and x4 by fitting a linear equation to observed data. Every value of the independent variable X is associated with a value of the dependable variable Y. Predictor variables highly correlated among themselves resulted in coefficients of the resulting least squares fit that are very imprecise. The SPSS program was used to test whether all the predictor variables or only a subset was included in the fit. The prediction of Y was accomplished using the following equation:

$$Y = \beta\theta + \beta_1CD + \beta_2LS + \beta_3WE + \beta_4PA + e$$

Y= Employee Commitment

CD = Career development

**LS = Leadership style**

**WE = Work Environment**

PA =Performance Appraisal

e = Error term

### 3.5. Data types, sources and method of data collection

To collect the primary data, the researcher use questionnaires, Questionnaires are designed to collect information from the Mekane selam General hospital employee. The main aim of questionnaire is to obtain feed beak from respondents regarding to determinant of employees' commitment in the public health sector: the case of Mekane selam General Hospital.

There are two types of data, primary and secondary. The primary data was collected from questionnaire. This is because questionnaire helps to collect data from a large no of

respondents and Secondary data is defined as data that have been previously collected for some purpose other than the one at hand and the researchers would be collect from books, journals.

### 3.6 Reliability and Validity of the Data Collection Instrument

Although the validity and reliability are two different criteria, both of them are intertwined in determining the quality of research. Test reliability and validity are two technical properties of a test that indicate the quality and usefulness of the test. According to Hair, Black, and Babin (2010) reliability and validity, jointly called the “psychometric properties” of measurement scales, are the yardsticks against which the adequacy and accuracy of the measurement procedures are evaluated in scientific research.

#### 3.6.1. Reliability

Reliability indicates the accuracy or precision of the measuring instrument (Ghose, 2014). Cronbach’s alpha measures the consistency of the participant’s response to all the items in a questionnaire indicating the degree to which items that are independent measures of the same concept are correlated with each other (Ali, 2013). Reliability measured using Cronbach’s alpha and the minimum value that would set as acceptable was  $\geq 0.7$  (Ali, 2013).

**Table 2 General Reliability result (Cronbach’s Alpha)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.850	5

**Source: Own survey (2025)**

#### 3.6.2. Validity

The validity, often called construct validity, refer to the degree in which the test is truly measuring what it is supposed to measure. It states how good a test is for a particular situation (Bhattacharjee, 2012). Validity refers to the extent to which an empirical measure effectively tested the real meaning of concepts under consideration (E. R. Babbie, 2013). According to Fraenkel and Wallen (1996) cited by bin Darusalam and Hussin (2016), validity defined as appropriateness, truthfulness, meaningfulness, and usefulness instrument that allows data to be inference. If a test has poor validity then it does not measure the content and competencies it ought to assess how well a set of scale items matches the relevant content domain of the construct that is trying to measure defines the validity of the content.

### **3.7. Methods of Data Analysis**

The researcher used both descriptive and inferential data analysis techniques apply to analyze the collected data. Descriptive statistics (percentages, mean and standard deviation) used to show the present status of organizational commitment influencing factors. Inferential statistics (The relationship between the dependent variable (employee commitment) and the independent variables analyze using correlation analysis (Pearson correlation coefficient). Pearson correlation test would conducted to check the magnitude of correlation between the dependent variable, employees' commitment and independent variables).

### **3.8 Ethical Considerations**

During the research process, participants may be harmed in different ways whether physically or mentally. The researchers' responsibility is to make sure that no harm comes to the participants in any way. Ethics refers to the appropriateness of your behavior regarding the rights of those who become the subject of your work. This has been done so that the respondents are more likely to provide an honest response to the questionnaire. All the research participants included in the study are appropriately informed about the purpose of the research. And their willingness and consent are secured before the beginning of the distribution of the questionnaire.

# CHAPTER FOUR

## RESULT AND DISCUSSION

### 4.1 RESULT

This chapter deals with analysis and interpretation as well as presentation of the data collected using questionnaire. A total of 160 sample sizes were participated from Mekane selam General Hospital. The collected data were described and analyzed using descriptive and inferential statistics with the help of SPSS.

To achieve the objective of the study, 168 sample respondents of employee of the organization were selected by using Yamane (1967) sample size determination formula. 168 questionnaires were distributed to the respondents and out of the 168 questionnaires 160 of them were collected with a response rate of 95.2 % while there reaming of 8 (4.77 %) questioner were not collected due to refusal to give a response for the questionnaires. Accordingly, the analysis of this study is based on the number of questionnaires collected.

**Table 3 Response Rate**

Description	Target population	Response No	Response Rate (%)
Respondents	168	160	<b>95.23%</b>
Not respond		8	<b>4.77%</b>
<b>Total</b>	<b>168</b>	<b>168</b>	<b>100.00%</b>

**Source: Own Survey, (2025)**

### 4.2 Demographic Characteristics of Respondents

In this study, 160 respondents were participated. The six demographic (gender, age, level of education, work experience, marital status and occupation) variables listed here in table 4 .The basic characteristics of the sample population were present in table below.

**Table 4 Demographic Characteristics of Respondents**

<b>Demographics Variable</b>		<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	98	61.5
	Female	62	38.5
<b>Age</b>	< 25 Years	2	1.2
	25-35 Years	111	69.6
	36-45 Years	35	21.7
	46-65 Years	12	7.5
<b>Work Experience</b>	< 1 Years	5	3.1
	1 -3 years	17	10.5
	3-6 years	55	34.2
	Above 6 Years	83	52.2
<b>Education Level</b>	Diploma	65	40.4
	Bachelor degree	75	47.2
	Master Degree holder	11	6.8
	Doctors	9	5.6
<b>Marital Status</b>	Single	52	32.3
	Married	102	64
	Divorced	5	3.1
	Widowed	1	0.6
<b>Occupation</b>	Medical Doctors	9	5.6
	Nurse	77	48.5
	Pharmacists	15	9.3
	Laboratory	13	8.1
	Radiographers	6	3.7
	Medical Assistants	5	3.1
	Medical Record Technicians	4	2.5
	Health Educators	4	2.5
	Administer	25	15.5
	Social workers	2	1.2
<b>Total</b>		<b>160</b>	<b>100%</b>

Source: Own Survey, (2025)

**Gender:** The above table 4, the selected sample indicated that male respondents were (61.5% or n= 98) whereas, female respondents were (38.5% or n= 62) of the sample. This indicated that the staffs in Mekane selam General Hospital are more male employees than female.

**Age:** The result in the above table 4 revealed that (69.6% or n=111 ) of respondents were between the age of 25 and 35 years followed by the (21.7% or n=35) respondents under the age of 36-45 years old ,(7.5% or n=12) were under the age of 46-65 years old and (1.2% or n=2) were under the age of less than 25 years old .This result indicated that of the majority of employees working in Mekane selam General Hospital included under the active age group.

**Working Experience:** The above table 4 indicated that the majority of the respondents (52.2% or n=83) , (34.2% or n=55) ,( 10.5% or n=17) and 3.1% n=5) included within the age range of above 6years ,3-6 years , 1-3 years and less than 1 years respectively. 84(52.2%) take a range of above 6years then 55 (34.2%) between range of 3-6 years. This result shows that those Mekane selam General Hospital have been given an opportunity to the younger number of respondents has experience on the health sector and this indicates that employees can confidently express the working environment mostly committed.

**Educational levels:** The above table 4 showed that the majority of the respondents have Diploma, which covered 75 (47.2%), and Bachelor's Degree 65 (40.4%). The remaining 11(6.8%) and 9 (5.6%) of the health employees are Master Degree and Doctor respectively. This means that majority of the respondents (47.2%) had attained Diploma level of educations. Therefore, they can able to understand the operations of the Health sectors and be able to give meaningful responses followed by Bachelor degree employees. Therefore this indicated that most of the employee in Mekane selam General Hospital were educated but further attention should be given to capitalize on the master degree opportunities.

**Marital status:** Table 4 shows that the majority of respondents (64% or n= 102) were married while (32.3% or n=52) of the respondents were single, (3.1% or n=5) were divorced and (0.6 % or n=1) were widowed. Therefore, most of the health sector employees are secured to their job

**Occupation:** Table 4 shows that the Health physician in Mekane selam General Hospital were as follows as Nurses 77(48.5%), Administer 25(15.5%), Pharmacists 15(9.1%),

Laboratory 13(8.1%), Medical Doctors 9(5.6%), Radiographers 6(3.7%), Medical assistant 5(3.1%), Health Educators 4(2.5%), Medical record technician 4(2.5%), and social workers 2 (1.2%)

### 4.3 Descriptive statistical analysis of the study

In this section, the collected data was entered and reported using SPSS version 27. The frequency of each variable response concerning respondents' category is analyzed and presented. In this study, the researcher designs different sort of questions in line with the study variable and collect data with the help of those designed questions. Then the collected data was transformed/ computed into a mean value concerning each predictor and outcome variables. This mean value was computed by summing up the result of each question in line with each variable and divided by the number of questions in each factor and outcome variable. Computed and summarized output of descriptive statistics of the variable under study was more explained by using the mean and standard deviation of the variables. Standard deviation means a measurement unit that deals with how much the mean of the variable represents the data well (Field, 2009). The standard deviation value which is smaller or relative to the mean itself shows that the data were closer to the mean. That means a smaller standard deviation value would more acceptable. While larger standard deviation explains that the data would be far from the mean. As mentioned earlier, the researcher used a five-point Likert scale rating to construct a range that is used to measure the attitude of respondents for each predictor and outcome variable. And according to (Alhakimi&Alhariryb, 2014) the Likert scale response has been put on an interval of the mean based on the following formula;  $\frac{\text{Max}-\text{Min}}{n-1}$  which means  $\frac{5-1}{5} = 0.80$  Based on the above formula, the mean of each item ranging from 1- 5 lies on the following interval:

Mean interval	Respondents Perception/ attitude
1. 1.00-1.80	Strongly Disagree
2. 1.81-2.60	Disagree
3. 2.61-3.40	Neutral
4. 3.41-4.20	Agree
5. 4.21-5.00	Strongly Agree

So, the following descriptive statistics table of both predictor and outcome variables was put for more explanation in a short and precise way.

**Table 5 Descriptive statistics for factor and outcome variables**

So based on this interval of mean, the following table is constructed & interpreted

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
Employees commitment	160	3.60227	.631547
Career Development	160	3.4969	.92101
Leadership style	160	3.5078	.75985
Work place environment	160	3.3703	.70876
Performance Appraisal	160	3.2172	.99887
Valid N (listwise)	160		

**Source: Own survey; 2025**

From table 5 above, the mean value and standard deviation of Career Development, Leadership Style, Working Environment, Performance Appraisals, and Employee Commitment shows that :-

- Career Development has a mean score of 3.4969 and a standard deviation of 0.92101 (Schaufeli& Bakker, 2004). This suggests that on average, the participants rated their career development opportunities slightly above the midpoint of the scale, with a relatively high level of variability in the responses.
- Leadership Style has a mean score of 3.5078 and a standard deviation of 0.75985 (Bass, 1985). The higher mean score compared to Career Development indicates that participants generally perceived their leaders' styles more positively, with slightly less variability in the responses.
- Working Environment has a mean score of 3.3703 and a standard deviation of 0.7087 (Humphrey et al., 2007). The lower mean score compared to Leadership Style suggests that participants were relatively less satisfied with their working environment, with a similar level of variability in the responses.
- Performance Appraisal has a mean score of 3.2172 and a standard deviation of .99887 (Keeping & Levy, 2000). The mean score is slightly lower than Working Environment, indicating that participants were relatively less satisfied with the performance appraisal processes, with a similar level of variability as Career Development.

- Employee Commitment has the highest mean score 3.60227 and the lowest standard deviation of 0.631547 (Meyer & Allen, 1991). This suggests that participants generally reported higher levels of commitment to their organization, with less variability in the responses compared to the other variables.
- Overall, the data suggests that the participants, on average, rated the variables between 3.21 and 3.6 with Employee Commitment being the highest and Working Environment being the lowest. The standard deviations range from 0.63 to 0.99, indicating moderate to high variability in the responses for each variable.

#### **4.4. Inferential Analysis**

##### **4.4.1. Correlation analysis**

The Pearson Correlation analysis was conducted in order to assess the strength and direction of the relationships between the different variables. According to Dancey et al. (2007), an r-value between 0.7 and 0.9 indicates a strong correlation. A moderate correlation is present when the r-value falls between 0.4 and 0.6. Weak correlations are characterized by r-values ranging from 0.1 to 0.3. Finally, an r-value of 0 suggests there is no correlation between the variables. This simplified approach to interpreting correlation strength may be helpful for communicating research findings to a general audience in the social sciences, where the degrees of correlation are not always the primary focus. While not as detailed as the guidelines proposed by Hinkle et al., Dancey and Reidy's framework (2011) offers a straight forward way to evaluate the strength of relationships between variables in social science research.

Table 6 Demonstrations that most of dependent variables with the correlations were significant at the level  $p < 0.05$  all significant relationships were positive and most of the constructs showed moderate relationships. The r value for the relationship between independent variables i.e. career development, leadership style, working environment, and performance appraisal, and dependent variable i.e. employee commitment in health sector. The correlation readings indicate a significant large ( $r=0.594$  to  $0.768$ ) correlation between all independent variables and employee commitment. This means if the employee committed to wards all factors is large then the more committed in their job. A further look into each factor indicates that factors influencing employee commitment were most important determinant. The most important factor is career development ( $r=0.768$ ), followed by working environment ( $r=0.68$ ), leadership style ( $r=0.594$ ), and performance appraisal

( $r=0.652$ ). Generally, table 4.4 displays that all the four factors measuring employee commitment in Mekane selam general hospital. Further analysis to determine the most significant factor influencing employee commitment was then conducted through multiple linear regression tests. The outcome of correlation analysis indicates that almost all factors significantly influence employee commitment in the health sectors.

**Table 6 Pearson Correlation**

Correlations						
		EM	CD	LS	WPE	PA
<b>EM</b>	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	160				
<b>CD</b>	Pearson Correlation	.768**	1			
	Sig. (2-tailed)	.000				
	N	160	160			
<b>LS</b>	Pearson Correlation	.594**	.458**	1		
	Sig. (2-tailed)	.000	.000			
	N	160	160	160		
<b>WPE</b>	Pearson Correlation	.680**	.621**	.314**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	160	160	160	160	
<b>PA</b>	Pearson Correlation	.652**	.572**	.430**	.482**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	160	160	160	160	160

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

**Source: Own survey, 2025**

The above table 6 showed that, the Pearson’s correlation coefficient ( $r$ ) shows the direction, the strength and the significance of the correlation. The sign (\*\*) indicates the correlation is significant at the 0.05 level. It clearly indicates that there exists positive correlation among the variables (employee commitment predictors) i.e. as the value of one variable increases or decreases the other variable will also increase or decreases at the same direction. The p-value is also shown. The discussion on the relationship between explanatory variables (career development, leadership style, working environment and performance appraisal) (independent) and dependent variable (employees’ commitment) is based on the rules of thumb given below.

#### **4.4.1.1. Relationship between career development and Employee commitment**

As shown in the table 6 there is a significant high (strong) positive relationship between career development and Employee commitment [ $r= 0.768$ ,  $n = 160$ ,  $p = 0.000$ ]. This positive correlation shows that high increase in career development in the health sector will result in high increase in employee commitment. Many previous research findings have shown the same result.

#### **4.4.1.2. Relationship between leadership style and Employee commitments**

Again from table 6 it is shown that there is a significant high (strong) positive relationship between leadership style and Employee commitments [ $r= 0.594$ ,  $n = 160$ ,  $p = 0.000$ ]. This positive correlation shows that moderate increase in leadership style in the health sectors will result in moderate increase in Employee commitments.

#### **4.4.1.3. Relationship between working environment and Employee commitments**

The above table 6 revealed that there is a significant high (strong) positive relationship between working environment and Employee commitments [ $r=0.680$ ,  $n = 160$ ,  $p = 0.000$ ]. This positive correlation shows that high increase in working environment in health sectors will result in high increase in Employee commitments.

#### **4.4.1.4. Relationship between performance appraisal and Employee commitments**

As clearly indicated in table 6 again there is a significant moderate positive relationship between performance appraisal and Employee commitments [ $r= 0.652$ ,  $n = 160$ ,  $p = 0.000$ ]. This positive correlation shows that moderate increase in performance appraisal in an organization will result in moderate increase in Employee commitments.

### **4.5 Multiple Regression Analysis**

#### **4.5.1. Assumptions**

Before applying regression analysis to assess the effect of independent factors on employee commitment, multi collinearity normality, linearity, Auto-correlation and Homoscedasticity test were conducted in order to ensure the appropriateness of data.

##### **4.5.1.1. Multi collinearity**

Test Multi collinearity is a phenomenon in which the independent variables are related to each other. There are two ways to determine whether multi collinearity exists or not. One way is by computing tolerance values and Variance Inflation Factor (VIF) for each

independent variable. Multi collinearity exists when tolerance is below 0.10 and the average variance inflation factor (VIF) is greater than 10.

The other method is to assess multi collinearity by examining correlations among the independent variables. If a correlation matrix demonstrates correlations of 0.90 or higher among the independent variables, there may be a problem with multi collinearity. As Hair et al. (2006) stated if the VIF coefficient of a certain independent variable is greater than 10, there would be multi collinearity between the independent variables. According to the results of regression analysis in

Table 7, the VIF coefficients of the independent variables—all are less than 10 and the tolerance is above 0.10. Therefore, it can be concluded that the multi collinearity phenomenon did not occur and its assumption was not violated.

**Table 7 Multi-Collinearity Tests**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.748	.149		5.024	.000
	CD	.250	.040	.364	6.309	.000
	LS	.211	.039	.253	5.451	.000
	WPE	.247	.047	.278	5.309	.000
	PA	.127	.032	.201	3.911	.000

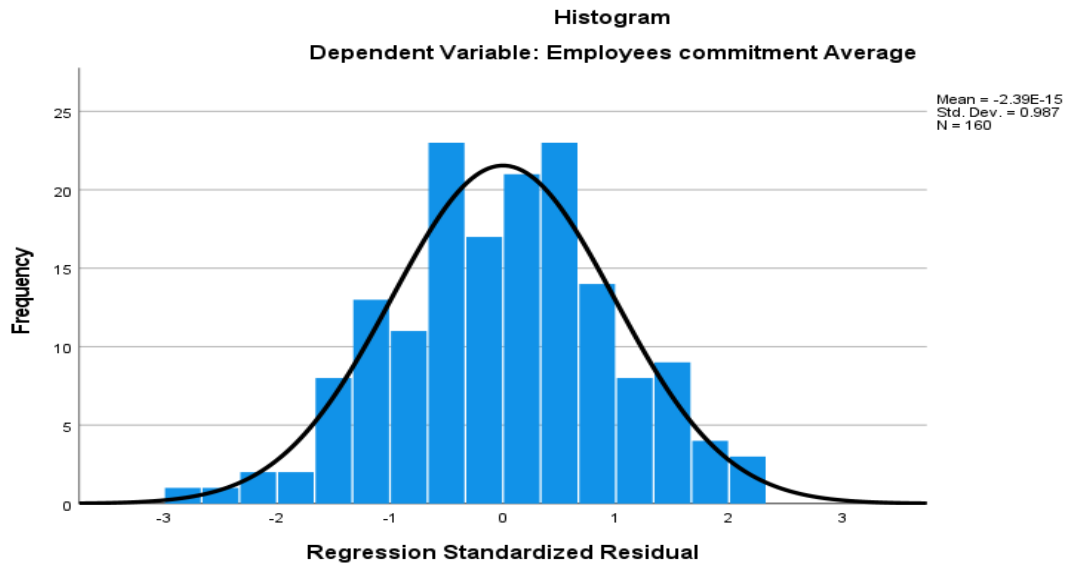
a. Dependent Variable: Employees commitment

Source: own survey, 2025

#### 4.5.1.2 Normality

Test multiple regressions require that the independent variables in the analysis be normally distributed. The study involves a relatively large sample (160) and therefore, the central limit theorem could be applied and hence there is no question on normality of the data

#### Figure 3 Normally Distributed Standardized Residual Test



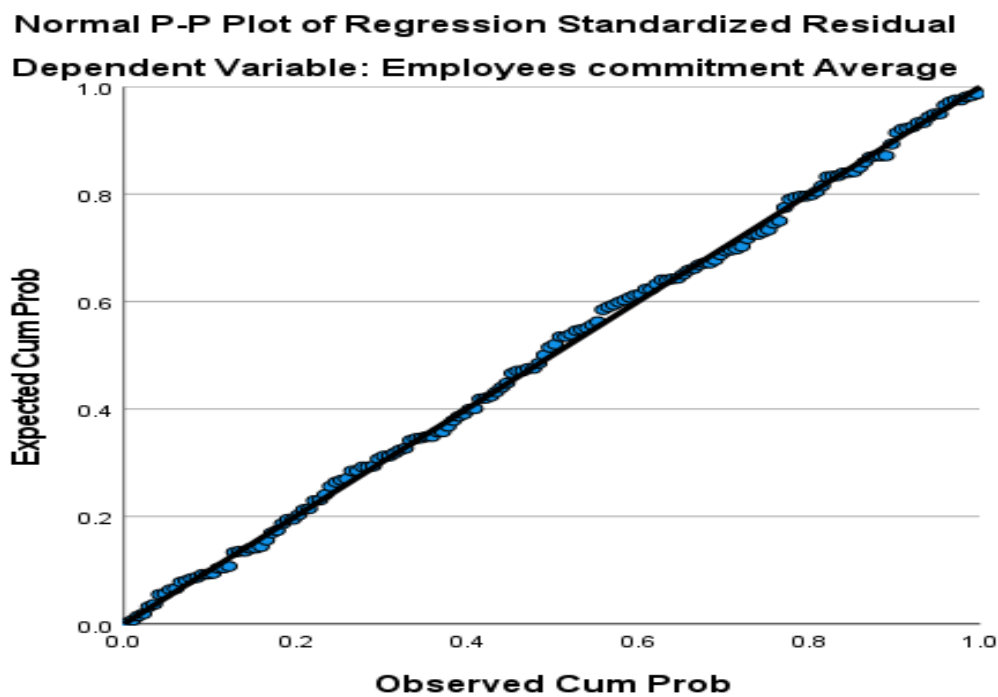
Source: Own survey, 2025

Frequency plot of above graph produces a kind of histogram for residuals, the option normal overlays a normal distribution to compare, here residuals are symmetrical, bell-shaped and it follows a normal distribution, seems okay.(acceptable).

#### 4.5.1.3 Linearity Test

Employee commitment is assumed to be impacted with predictor variables linearly. The plot shows that linear relationship of each independent variable with the dependent variable

**Figure 4 Normal p-p plot of Regression standardized residual**



**Source: Own survey, 2025**

**4.5.1.4. Auto-correlation /Independent of Residual Test/**

Autocorrelation occurs when the residuals are not independent from each other. In other words when the value of  $y(x+1)$  is not independent from the value of  $y(x)$  there certainly is autocorrelation.

**Table 8 Auto-Correlation**

<b>Model Summary</b>					
Model	R	RSquare	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.866 <sup>a</sup>	.750	.743	.320026	2.052
a. Predictors: (Constant), PA , LS , WPE , CD					
b. Dependent Variable: Employees commitment					

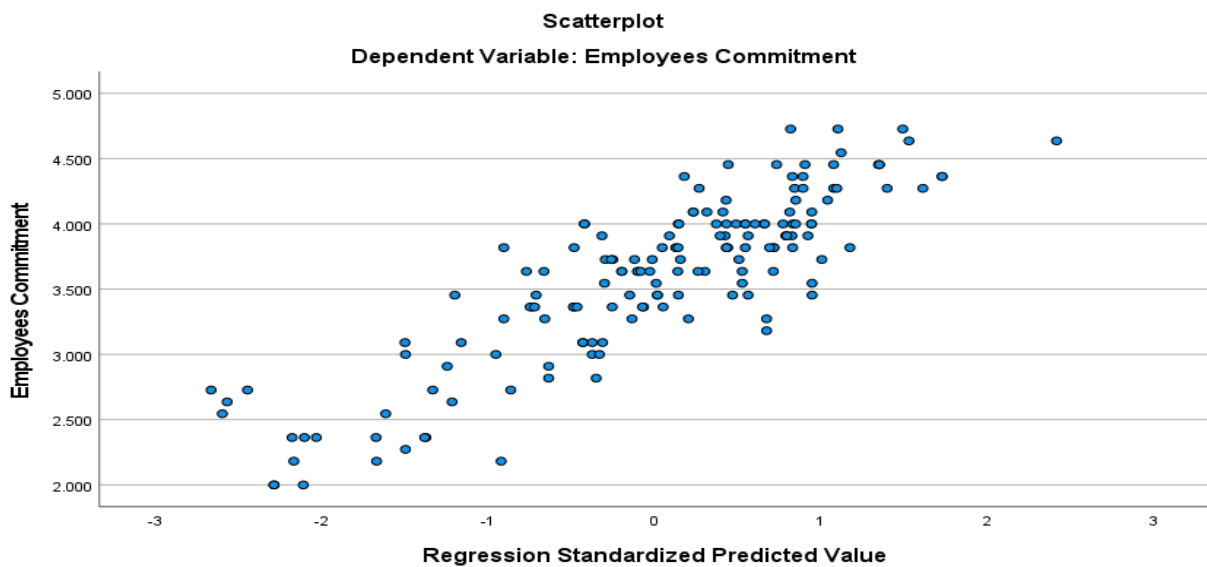
**Source: Own survey, 2025**

To determine the autocorrelation between observations Durbin –Watson test was used. Durbin Watson’s d tests the null hypothesis that the residuals are not linearly auto correlated. The Durbin-Watson statistic ranges in value from 0 to 4. A value near 2 indicates non-autocorrelation value toward indicates positive autocorrelation a value to ward 4 indicates negative auto corelation (Field, 2005).With Durbin Watson value of 2.052which is close to 2, it can be confirmed that the assumption of independent error has almost certainly been met.

**4.5.1.5. Homoscedasticity (Equal Variance)**

The variability in scores for independent variables should be similar at all values of the dependent variable. The level of the line in the scatter plot (fig.5) is consistent with the observed data. If the residual was randomly dispersed in an area around the line through the origin of the 0 coordinate, the homoscedasticity assumption is correct. According to Burns & Burns (2008), there should be homoscedasticity before running multiple regression analysis, this means that the residuals (the differences between the values of the observed and predicted dependent variable) are normally distributed, and that the residuals have constant variance. Therefore, the researcher concluded that the homoscedasticity assumption was satisfied and independence of residuals was not violated

**Figure 5 Scatterplot of Homoscedasticity**



Source: Own survey. 2025

#### 4.5.2. Multiple Linear Regression Analysis and Model Fitting

As have seen above, the study met the regression assumption; next the researcher examined the factors influencing employee commitment Mekane selam General Hospital. The Squared percentage shows that how much the independent variables express the dependent variable or how well a set of independent variables are able to predict the dependent one. Table 9 indicates R, R square, Adjusted R square and Standard error of the estimate. Further, it lists the independent variables that are entered into the regression model. R (0.866) is the correlation of the independent variables with the dependent variable after all the inter correlations are taken into account. The model summary, below shows the Adjusted Square is 0.743 which means about 75 % of the variance in the dependent variable

**Table 9 Model Summary**

<b>Model Summary</b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.866 <sup>a</sup>	.750	.743	.320026	2.052
a. Predictors: (Constant), PA , LS , WPE , CD					
b. Dependent Variable: Employees commitment					

Source: Own survey, 2025

The model summary table 9 also states that the four independent variables that constitute of consumer oriented factor coefficient of determination R square is 0. 750 which implies that there is quite significant explanatory power, 75% variation on dependent variable is caused

by independent variables and the remaining 25 % is because of other unknown variables. This is interpreted as 75 % of variation in employee commitment is explained by the independent variables of career development, leadership style, working environment, and performance appraisal while the remaining 25% of variation in employee commitment can be attributed to other variables which are not considered in this study. Therefore the listed four independent variables have better relation with the dependent variable to be the factors which affects employee commitment Mekane selam general hospital. The result shown from table 9 was relatively suitable at the significance level of 0.05. Durbin - Watson coefficient test showed that the model does not violate the multiple regression assumption, and the satisfied significance level sig.= 0,000

**Table 10 ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	47.543	4	11.886	116.052	.000 <sup>b</sup>
	Residual	15.875	155	.102		
	Total	63.417	159			
a. Dependent Variable: Employees Commitment						
b. Predictors: (Constant), PA , LS, WPE, CD						

**Source, own survey, 2025**

ANOVA table in table 10 shows that the ANOVA is significant at F=116.052 df of regression=4 d.f of residuals=160 and Sig <0.05 which means the four predictors collectively account for a statistically significant proportion of the variance in the criterion variable. Furthermore, we can see the contribution of each employee commitment factors/variable from the results of coefficient of multiple regressions in the table 10 below; the adjusted regression coefficient (Beta) between the factors of employee commitment and their influencing factors employee commitment had statistical significance

**Table 11 Coefficient of Factors Influencing Employee Commitment**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.748	.149		5.024	.000
	CD	.250	.040	.364	6.309	.000
	LS	.211	.039	.253	5.451	.000
	WPE	.247	.047	.278	5.309	.000
	PA	.127	.032	.201	3.911	.000

a. Dependent Variable: Employees Commitment

**Source: Own survey, 2025**

Table 11 shows regression coefficient ( $\beta$ ) of career development, leadership style, working environment, and performance appraisal. ‘ $\beta$ ’ or coefficient helps to see the direction and strength of the relationship between independent and dependent variables. Accordingly, since the sign of the ‘ $\beta$ ’ coefficient for the independent variables is positive, there is a positive relationship between all the independent variables and dependent variable employee commitment.

R2 statistic shows that 75 percent of the total variance for the estimation of employee commitment among health sector employees is explained in the model in the Mekaneselem general hospital. A look at the influence of each independent variable revealed that all independent variables significantly predict employee commitments. Career Development was the strongest predictor ( $\beta=0.250$ ) and Performance appraisal is the smallest factor ( $\beta=0.127$ ). According to Andy Field (2005), when a statistic is significant, it simply means that you are very sure that the statistic is reliable. It doesn't mean the finding is important or that it has any decision-making utility. On the other hand, when a statistic is insignificant, it only means the probability is high that the difference or relationship happened by chance and p is greater than the critical alpha level. By referring to this analysis, the regression equation for employee commitments of the study can be algebraically formulated as:

$$Y = \beta_0 + \beta_1CD + \beta_2LS + \beta_3WE + \beta_4PA + e$$

$$EC = .748 + .250CD + .211LS + .247 WE + .127PA + e$$

The regression equation indicates that determinant of employee commitment factors (career development, working environment, leadership style, and performance appraisal) of each increases by 1, employee commitment also likely increases by 0.250, 0.247, 0.211, and 0.127 respectively. The coefficients in the above model are formed based on the output given in

table 11. To make the comparison, the Beta standardized coefficients were used. The four predictor or independent variables (career development, leadership style, working environment, and performance appraisal) are major contributor to the variation of employee commitments. Therefore, the results indicate that; career development is a predictor variable that contributes the highest to the variation of employee commitments ( $\beta = 0.364$  and  $p = 0.000$ ), followed by working environment ( $\beta = 0.278$  and  $p = 0.000$ ) and leadership style ( $\beta = 0.253$  and  $p = 0.000$ ). Performance appraisal is the least significant predictor of employee commitments ( $\beta = 0.201$  and  $p = 0.000$ ).

The following table shows the rank of predictors in relation to the predicting power on employee commitments in the Mekane Selam General Hospital. The following table showed the rank of predictor variables in relation to the predicting power on employee commitments in the Mekane Selam General Hospital.

**Table 12 Summery Result of the Regression Analysis**

Number	Predictor (independent) variables	Standardized Coefficient Beta	P-value	Rank
1.	Career development	.364	.000	<b>1</b>
2.	Leadership style	.253	.000	<b>3</b>
3.	Working environments	.278	.000	<b>2</b>
4.	Performance appraisal	.201	.000	<b>4</b>

**Source: Own survey, 2025**

#### **4.6. Discussion of the research result**

The consequent section presents the effect of independent variables (i.e., career development, leadership style, working environment, and performance appraisal) on dependent variable (i.e., employee commitments) in the Mekane Selam General Hospital.

##### **Objective 1: To examine effect of career development on the employee commitments.**

The findings of this study revealed that a positive and statistically significant relationship between career development and employee commitment within healthcare organizations, as evidenced by the beta coefficient value of 0.364 and a p-value of 0.000, which is less than the threshold of 0.05. This indicates that career development initiatives have a notable impact on enhancing employee commitment levels. The regression results align with the correlation results, which also demonstrate a significant and strong positive relationship ( $r = 0.768$ ,  $n =$

160  $p = 0.000$ ) between career development and employee commitment. This strong correlation underscores the crucial role that career development plays in fostering commitment among healthcare employees.

The findings of this study are consistent with those of previous research. For instance, Smith, J. (2020). And Spritzer, L. (2023). Both reported a significant positive effect of career development on employee commitment in their respective studies. These studies support the notion that career development is a vital factor in promoting employee engagement and loyalty across various organizational contexts. Smith, J. (2020). Found that structured career development programs, including mentorship and professional training, significantly enhance employees' organizational commitment. Similarly, Spritzer, L. (2023). Demonstrated that career advancement opportunities and continuous learning initiatives are directly correlated with increased employee dedication and reduced turnover rates.

The findings suggest that as career development opportunities increase, so do employee commitment levels in Mekane salam General Hospital. This emphasizes the importance of healthcare organizations prioritizing and investing in career development programs to enhance employee engagement and commitment. To promote a motivated and committed workforce, organizations should offer opportunities for professional growth, skill development, and advancement. This could include professional training and development programs, regular workshops, and training sessions to keep employees updated with the latest medical advancements and administrative practices, mentorship and coaching, clear career progression paths, and continuous learning opportunities.

The importance of career development in enhancing employee commitment is well-documented in the literature. For example, Meyer and Allen's (1991) Three-Component Model of Commitment highlights that career development significantly contributes to both affective and normative commitment. Affective commitment relates to the emotional attachment of employees to their organization, while normative commitment involves a sense of obligation to remain with the organization. Career development opportunities can enhance both forms of commitment by making employees feel valued and integral to the organization's success. Studies by Tansky and Cohen (2001) and Baruch (2004) corroborate the findings of this study, indicating that career development initiatives are critical in fostering a committed and loyal workforce. Tansky and Cohen (2001) emphasized that employees who perceive their organizations as supportive of their career aspirations are more

likely to exhibit higher levels of organizational commitment. Baruch (2004) also highlighted that career development opportunities lead to increased job satisfaction and organizational loyalty, reinforcing the need for organizations to invest in their employees' professional growth.

**Objective 2: To assess the effect of leadership style on employee commitments.**

The current study revealed that the significant effect of leadership style on employee commitment in Mekane salam General Hospital align with prior research in the field. Smith, P. *et al* (2019) and Jiatong, W.,*et al* (2019) have reported similar results, emphasizing the pivotal role of leadership in shaping employee attitudes and behaviors. This convergence of findings underscores the importance of effective leadership in driving employee commitment, a crucial factor in organizational success. Similar finding by Anderson and Johnson (2019) in the manufacturing industry, similar results were found, emphasizing the critical role of leadership in fostering employee commitment. Likewise, research by Murad, M., Gul, F., & Gill, S. A. (2022). in the hospitality sector revealed a strong positive relationship between leadership style and employee dedication. These studies, along with the current research, underscore the universal significance of effective leadership in driving employee commitment and organizational success.

Furthermore, the regression analysis, which yielded a beta coefficient value of 0.253 and a significant p-value of 0.000 which is less than 0.05. Provides statistical evidence of this relationship. The correlation analysis further support these findings by demonstrating a significant, strong positive relationship between leadership style and employee commitment. With a correlation coefficient ( $r$ ) of 0.594,  $n=160$  and a p-value of 0.000, this indicates a robust association between leadership practices and employee dedication. Such results emphasize the need for healthcare organizations to prioritize the development and nurturing of leadership styles that foster trust, communication, and empowerment among employees.

These finding carry significant implications for healthcare organizations, showed the imperative of cultivating strong leadership practices to cultivate a committed workforce. By promoting positive leadership behaviors and styles, organizations can create a supportive and engaging work environment conducive to fostering employee loyalty, productivity, and overall job satisfaction. This not only benefits individual employees but also contributes to the overall performance and reputation of the organization within the healthcare sector.

Moreover, the direct relationship observed between leadership style and employee commitment suggests that as leadership behaviors improve, so does employee engagement. This emphasized the critical role that leadership plays in influencing employee attitudes and behaviors within healthcare settings. As such, healthcare organizations should invest in leadership development programs and initiatives aimed at enhancing leadership competencies that promote employee commitment and organizational success.

**Objective 3: To investigate the effect of working environment on employee commitments.**

The finding revealed that the significant and positive effect of the working environment on employee commitment in Mekane selam General Hospital are consistent with a body of literature that underscores the crucial role of workplace conditions in shaping employee attitudes and behaviors. Scholars such as Johnson & Lee (2022), Smith, J., & Jones, S. (2022). And Smith, J., & Johnson, A. (2021). Have conducted research across various industries, corroborating the idea that a supportive and positive working environment fosters higher levels of employee commitment and engagement.

For instance, Johnson & Lee's (2022) study in the hospitality sector found that employees who perceived their work environment as positive and supportive were more likely to exhibit greater commitment to their organization. Similarly, Smith, J., & Jones, S. (2022). Explored the impact of the working environment on employee commitment in the manufacturing industry, highlighting the significance of factors such as leadership support and job satisfaction in driving employee dedication. Additionally, Smith, J., & Johnson, A. (2021). Research in the technology sector emphasized the importance of creating a conducive workplace culture that values employee well-being and promotes collaboration and innovation.

In alignment with these prior studies, the current research in Mekane selam General Hospital and reinforces the notion that a positive and supportive working environment significantly influences employee commitment. The regression analysis, which yielded a beta coefficient value of .278 and a significant p-value of 0.000 which is less than 0.05 provides statistical evidence of this relationship. Moreover, the correlation analysis revealed ( $r=0.680$ ,  $n=160$ ,  $p=0.000$ .) a strong positive relationship between working environment and employee commitment, further validating the importance of workplace conditions in driving employee engagement.

Overall, the findings of the current study with existing literature, it becomes evident that organizations across various sectors share a common understanding of the critical role played by the working environment in shaping employee commitment. This emphasized the universal importance of prioritizing initiatives aimed at creating a positive and supportive workplace atmosphere, as highlighted by scholars in different industries.

**Objective 4: To examine effect of performance appraisal on employee commitments.**

The current study showed that the significant and moderate positive effect of performance appraisal on employee commitment in Mekane selam Genera Hospital align with previous research in the field, as indicated by Van Waeyenberg, T., *et al* (2022) and KAGOTHO, J. W. (2018). These scholars have investigated the impact of performance appraisal on employee commitment in various healthcare organizations, revealed the importance of a well-structured and transparent appraisal process in fostering employee dedication. This convergence of findings underscores the universal significance of performance appraisals in enhancing employee

Commitment across different healthcare settings. Additionally, the regression analysis in the current study, which yielded a beta coefficient value of 0.087 and a significant p-value of 0.00 which is less than 0.05, provides statistical evidence of the relationship between performance appraisal and employee commitment. Moreover, the correlation analysis revealed a moderate positive relationship between performance appraisal and employee commitment, with a correlation coefficient of ( $r=0.652$ ,  $n=160$ ,  $p= 0.000$ ,) further supporting the importance of performance appraisal in driving employee engagement.

These findings are consistent with research in other sectors, such as the study by Johnson and Smith (2019) in the education sector, which also found a significant positive relationship between performance appraisal and employee commitment. Similarly, research by Lee and Kim (2020) in the retail industry highlighted the role of performance appraisal in enhancing employee motivation and dedication. Triangulating the findings of the current study with literature from diverse sectors reinforces the universal importance of performance appraisal in fostering employee commitment and organizational success.

In conclusion, the findings of the current study emphasized the critical role of performance appraisal in enhancing employee commitment within healthcare settings. By investing in structured and supportive appraisal processes, organizations can promote employee engagement, motivation, and loyalty. These results emphasized the need for healthcare

organizations to prioritize the development and implementation of effective performance appraisal systems to foster staff commitment and improve overall organizational performance.

**Table 13 Summary of Null Hypothesis**

No	Null hypothesis	Sig.	Decision
1.	There is no statistically significant relationship between career development and employee commitments.	0.000	Reject
2.	There no statistically significant relationship between leadership style and employee commitments.	0.000	Reject
3.	There is no statistically significant relationship between working environment and employee commitments.	0.000	Reject
4.	There is no statistically significant relationship between performance appraisal and employee commitments.	0.000	Reject

**Source: Own survey, 2025**

## **4.2 DISCUSSION**

This chapter covered data presentation and analysis of the study. At the beginning of the chapter the response rate, demographic profile of respondents and descriptive analysis for independent variables (career development, leadership style, working environment, and performance appraisal) as well as employee commitments are clearly presented for the data collected. From the descriptive analysis result it is clearly seen employee commitment has its base in the Mekane Selam General Hospital. Furthermore, correlation analysis was employed to examine the direction and strength of relationship between independent variables (career development, leadership style, working environment, and performance appraisal) and the dependent variable (employee commitments). The correlation analysis was also adopted to test the hypotheses of the study and regression analysis for identifying in what extent the independent variables predicts the dependent variable. The correlation result shows that there was a strong positive and significant relationship between (career development, leadership style, working environment, and performance appraisal) and employee commitments. In addition to this, after carrying out the linear regression assumption test regression analysis is made. From the regression analysis it is seen that all independent variables.

## CHAPTER FIVE

### SUMMARY CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter presented a summary, conclusions, and recommendations based on the findings of the study. Accordingly, this chapter is organized into five subsections, Section 5.1 presented a summary of major findings, and Section 5.2 presented the conclusion of the study, 5.3 presents the recommendations and 5.4, presented“ further research directions.

#### 5.1. Summary of Major Findings

The studies investigate the Determinates of employee commitment in Mekane selam General Hospital through the total distributed survey questionnaire (160), 95.2 % were returned by the employees and then after the necessary data management located it was analyzed using multiple regression by running SPSS version 27 software package. So the results of both descriptive and inferential statistics are generalized as follows.

This study revealed that: -

- Male respondents were 98(61.8%) while, female respondents were 62 (38.2%) of the sample. As inferred from descriptive statistics revealed that relatively male employee were more than female employee in the health sectors.
- From employee age categories, 112 (69.6%) of respondents were between the age of 25 and 35 years followed by the 35(21.7% ) respondents under the age of 36-45 years old ,12 (7.5%) were under the age of 46-65 years old ,and2 (1.2%) were under the age of less than 25 years old . As inferred from descriptive statistics shown that majority of employees were adults in age-level categories.
- From the educational level of employees, the majority of the respondents have Bachelor’s Degree, which covered 76 (47.2%), and Master Degree 11 (6.8%). The remaining 9 (5.6%) and 65 (40.4%) of the health employees are Diploma and Doctor respectively. This means that majority of the respondents (47.2 %) had attained Bachelor degree level of educations. from this, it is possible to see that they have enough knowledge/skill.

- Majority of respondents' (69.6 %, 64% and 61.5%) opinion indicated that age, marital status and gender respectively could not affect the employee commitment in Mekaneselam General Hospital.
- From the descriptive part of the study, career development (m=3.49), leadership style (m=3.50), working environment (m=3.37), and performance appraisal (m=3.21) proved as reasons which committed to health sector employees.
- The Pearson correlation result indicated that correlation between the dependent variable (employee commitment of the health sector) and independent variables career development (r=0.768, leadership style (r=0.594), working environment (r=0.680) and performance appraisal (r=0.652) have a strongly positive correlation. It implies that all independent variables have correlated with employee commitment Mekaneselam General Hospital.
- Furthermore, the investigation of the results of regression analysis indicated those factors, leadership style ( $\beta=0.253$ ), career development ( $\beta=0.364$ ), working environment ( $\beta=0.278$ ), and performance appraisal ( $\beta=0.201$ ) has positive and significant to predict employee commitment depending on their order of importance from most contributor factor to the least. The model summary reveals the proportion of the variance in employee commitment was explained by the four independent variables collectively were 75% and the remaining 25 % of the variance is explained by other variables.

## 5.2 Conclusions

The study aimed to assess the determinants of employee's commitment in Mekane selam General Hospital. It founds that the factors include; career development, leadership style, working environment, and performance appraisal are the major determinants. Majority of respondents said that age, marital status, and gender could not affect the employee commitment. It also concluded that, the Pearson correlation analysis result indicated that there is a significant and strongly positive correlation between the dependent variable (employee commitment) and independent variables (career development ( $p<0.00$ ), leadership style ( $p<0.00$ ), working environment ( $p<0.00$ ), and performance appraisal ( $p<0.00$ )).The regression analysis of the study conducted under the multiple regressions showed that independent variables (career development, leadership style, working

environment, compensation, reward, and performance appraisal) are affected to dependent variable (employee commitment) in Mekane selam General Hospital.

### **5.3 Recommendations**

Based on the major summary findings and conclusions of the study, the researcher has forwarded the following recommendations in Mekane selam General Hospital in order to encourage the employees' commitment.

The health sector should assess the training need of their employees before giving training. Then organizations should invest more on its employees in areas of capacity building (long term and short-term trainings) and development and trainings given to employees must be relevant to the job functions of the employee. The development of organizational strategic plans and programs should be participatory to enhance sense employee's ownership and positive perception to improve the employee commitment in the health sector.

To create committed employees, the health sector should consider and review their career development, leadership style, working environment, performance appraisal, and those according to the current scenarios by considering employees interest so that it creates and increase employee's commitment serve more and beneficial. The health center should consider the interest of the employees to improve and have a committed staffs members.

### **5.4 Future Research**

Even though, the study provided significant insights, it is important to acknowledge some limitations. The novelty of the topic made it challenging to find comprehensive literature for review. Further research is necessary to build upon the existing knowledge and uncover new findings. The study's reliance on a quantitative method limited the depth of understanding of the phenomenon. A mixed-method approach could offer richer insights and enhance the findings. The study's explanatory power was at 75%, suggesting the presence of other factors influencing employee commitment. Future research could explore additional factors like employee workload and salary. Moreover, expanding the geographical scope beyond a Zonal to regional, national, or international levels could provide a broader perspective on employee commitment determinants.

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## APPENDIX I

**MEKDELA AMBA UNIVERSITY**  
**COLLEGE OF BUSSINESS AND ECONOMICS**  
**DEPARTMENT OF MANAGEMENT**  
**Questionnaire to be filled by Health Sector staffs**

**Dear Sir/Madam**

This questionnaire has been designed to solicit information purely for academic purposes. This research is conducted as a partial fulfillment of the award of Master degree in Business Administration (MBA) in MekdelaAmba University, under the title; “Determinants of Employees Commitment in Public Health Sectors in the case of Mekaneselem General Hospital”. Therefore, your participation in giving reliable information has a vital contribution for the success of this study. So, I respectfully request your kind cooperation in answering the questions honestly and rationally. I would like to assure you that the information you provide will be used for research purpose only and all responses will be treated in strict confidentiality.

*Note:*

- **Please don't write your name.**
- **Please answer by putting thick mark (“√”) on the box with point which highly reflects your idea Parallel to your choice.**
- **Information will be treated confidentially.**
- **Your honest & unbiased response will greatly contribute for the research to achieve its objectives.**
- **For any concerns and/or suggestions, please contact the researcher through the following addresses: Mobile: +251914310847**

**Thank you in advance for your cooperation!!**

**Part One: Demographic Question**

Please put a thick (√) mark just inside the given box in front of each alternative.

**1. Gender:** 1)  Male                    2)  Female

**2. Age:**

1)  <25 year                    2)  25-35 year                    3)  36-45 year                    4)  46-65 year

**3. Academic rank:**

1)  Diploma                    2)  Bachelor Degree                    3)  Master                    4)  Doctor (if any.....)

**4. Year (s) of service at health sector:**

1)  <1 year                    2)  1-3 year                    3)  3-6 year                    4)  Above 6 years

**5. Occupations:**

1)  Medical Doctors 2)  Nurse 3)  Pharmacists 4)  Laboratory Technicians 5)  Radiographers  
 6)  Medical Assistants 7)  Medical Records Technicians 8)  Health Educators  
 9)  Administrators 10)  Social Workers (if any.....)

**Part Two: Employees Commitment and Its Determinants**

Please put thick (√) mark against each question that indicate your level of agreement for each question.

**5= Strongly Agree, 4 =Agree, 3= Neutral, 2= Disagree, 1=Strongly Disagree**

No	Research question	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
<b>A. Employees commitment</b>						
<i>Affective Commitment</i>						
1	I really care for the fate of this Health sector					
2	I feel like “part of the family” at this health sector					
3	I would be very happy to spend the rest of my career in this health sector					

4	I really feel as if this health sector's problems are my own					
5	This health sector has a great deal of personal meaning for me					
<b><i>Continuance Commitment</i></b>						
6	Too much of my life would be disrupted if I decided to leave the health sector right now, even if I wanted to					
7	I work for this university only as long as I have no other option					
8	I believe that I have too few options to consider leaving this health sector					
<b><i>Normative Commitment</i></b>						
9	This health sector deserves my loyalty					
10	I would feel guilty if I left the school now					
11	I would not leave my health sector right now because I have a sense of obligation to the people in it					
<b>B. Determinants of employees commitment</b>						
<b><i>Career Development</i></b>						
12	There is chance for promotion on my job.					
13	Chances for promotion are fair among all health sector					

	staffs.					
14	The health sector has chances of promotion compared to other organizations					
15	The health sector has been established career path for all position.					
<b><i>Leadership style</i></b>						
16	The leader threatens all staffs members equal.					
17	The assigned leader is quiet competent & mastered at his/her roles.					
18	The leader provides supportive supervision to individuals while maintaining a harmonious working relationship.					
19	All employees are free to express objectively their feelings about jobs to their supervisor.					
<b><i>Work place environment</i></b>						
20	The physical working conditions are generally very good.					
21	The culture and emotional climate of the health sector is generally positive and supportive.					
22	I believe in and take pride in my work and my workplace.					

23	There is no disturbing issues in my work environment					
<b><i>Performance Appraisal</i></b>						
24	I believe there is a fair distribution of rewards and benefits in the health sector.					
25	Those who do well on the job stand a fair chance of being promoted.					
26	My contribution is adequately rewarded.					
27	I feel appreciated by the health sector when I think about what they pay me.					

### **Part3 Open Ended Questions**

1. How does the current organizational leadership style and workenviroments contribute to the development of employee commitment in the public health sectors at MekaneSelam General Hospital and what implications does this have for improving work force retention and performance?
2. What factors influence the level of employee commitment in public health center at MekaneSelam General Hospital?

***Thank You for your fruitfully effort!***