



St. Mary's University

Schools of Post Graduates Studies General Business Administration Program

EFFECT OF WORK ATTITUDES ON JOB PERFORMANCE

Among Health Officers of First Chiropractic and Wellness Clinic

By

GETENET WEGAYHU MANDEFRO

June, 2018

A.A., Ethiopia

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GETENET WEGAYHU MANDEFRO
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GETENET WEGAYHU MANDEFRO

SGS/0038/2009A

Dean, Graduate Studies

Signature & Date

Advisor

Signature & Date

Internal Examiner

Signature & Date

External Examiner

Signature & Date

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“Ask and it will be given to you; seek and you will find; knock and the door will be opened to you. For everyone who asks receives; the one who seeks finds; and to the one who knocks, the door will be opened.”

Matthew 7:7

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ACRONYMS

- VIF** – Variance Inflation Factors
- WA** – Work Attitude
- OC** – Organizational Commitment
- JS**- Job Satisfaction
- JI** – Job Involvement
- JP** – Job Performance

ABSTRACT

The purpose of this study was to determine whether or not there is a significant relationship between organizational commitment, job involvement, job satisfaction and job performance among health officers in First Chiropractic and Wellness Clinic. A review of the literature revealed there is limited research that examined organizational behaviors among health officers in Ethiopia. Job Performance has been identified as a leading factor impacting an employee's level of success in various organizations. There remains a gap in the current literature regarding specific attitudinal behaviors influencing Job Performance across various levels of health institutions. Work attitude and Job performance among health officers working in First Chiropractic and Wellness Clinic, in Addis Abeba Ethiopia was examined. From the total population of 278 health officers working for First Chiropractic and Wellness Clinic, a sample for this study included 220 of them which are identified through systematic random sampling. The researcher tries to examine, if there is a casual research design to determine the effect of work attitude (job satisfaction, job involvement, organizational commitment) on job performance. The data were analyzed using statistical techniques which included both descriptive and inferential statistics. The frequency and percentage were used for the descriptive statistics to infer the hypotheses formulated for the course of the study. Specifically, the methods of data analysis were used to address the research hypothesis is regressions analysis. The research approach used was mixed where qualitative and quantitative data thoroughly analyzed to see the extent of work attitude (organizational commitment, job involvement, job satisfaction) in determining job performance. The approach was rigorous, and resource- and time intensive. The findings of this study revealed that there is a strong and significant relationship between work attitude and job performance. Given the significance of these findings, promotion of dialogue within First Chiropractic and Wellness Clinic to learn the determining factors in attaining high job performance. Furthermore, this may extend itself to initiate a new platform where other health institutions in Ethiopia to join and explore the potential benefits understanding work attitude as a predictor of job performance.

Keywords: *Work Attitude, Organization Commitment, Job Involvement, Job Satisfaction, Job Performance, First Chiropractic and Wellness Clinic, Ethiopia.*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Over the past several decades, job performance has been recognized as an important concept due to its importance and contribution to organizational effectiveness, and has been variably and extensively defined, measured, and studied in research on organizational behavior (Mathieu & Zajac, 1990; Reichers, 1985). Numerous studies have attempted to understand the nature, antecedents, and consequences of job performance. Evidence indicated that job performance was significantly associated with certain employee-related organizational outcomes, such as employee work attitudes (e.g. job satisfaction), turnover, and to a lesser extent, with other withdrawal behaviors such as turnover intention, absenteeism, burnout as well as decreased organizational performance (Francesco & Chen, 2004; Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Tett & Meyer, 1993).

Amos & Ristow (2004) studied that effective management of job performance was critical if the goals and objectives of the organization were to be achieved. Organizations were in existence to succeed and the achievement of the strategy through individual output places the attention directly on performance. Great interest of organizational topics that related to attitude and behavior such as organizational Commitment, job satisfaction and job performance has been sparked by its potential benefits to Individuals and organizations. This is because according to Steinhaus & Perry (1996) cited in (Samad, 2011) committed and satisfied employees are unlikely to indicate low performance and are normally highly productive who identify with organizational goals and organizational values. The popularity of work attitudes concepts stem from its linkage with several employees' work behaviors. Although previous research emphasis has actually been on the behavioral work outcomes of turnover and absenteeism, it has however been recognized that employee's job performance is more important than turnover (Samad, 2011).

Attitudes are evaluative statements-either favorable or unfavorable-concerning objects, people, or events. They reflect how one feels about something (Robbins, 2003). An attitude is a predisposition to make certain kinds of judgments about people, issues and events, usually in specific situations. Personal attitudes are a reflection of the broad values held by the individual. Attitudes lead to the development of personal opinions and prejudices, as well as contributing positively to an individual's exercise of judgment. Some attitudes are held firmly and are unlikely to be changed in a person's lifetime. Others are held less firmly, and are subject to change, where the individual perceives it useful to do so (Cole, 1996). An attitude is a positive

or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations (Fishbein and Ajzen, 1974).

Elton Mayo and Fritz J. Roethlisberger (1927-1932), the neoclassic Hawthorne studies the great attention to the work attitudes were given by the businessmen and the academics. As a result, a number of managers and personal specialists jumped to the conclusion that "if the researcher can improve job satisfaction and morale, the researcher can improve job performance". The businessmen initiated several actions to improve employee satisfaction. The critics of the human relations argued that, even if high job satisfaction could be shown to have some relationship to employee performance, there are associated negative consequences which were being overlooked. How employee feel about their job situation and their commitment to the organization are among the most critical consequences that managers can strive to improve (Tosi et. al, 2004).

In line with Newstorm and Davis (1993), job performance is reasonably good predictors of behaviors. They provide clues to an employee's behavioral intentions or inclinations to act in a certain way. High job performance help to predict constructive work attitudes; low job performance help to predict undesirable work attitudes. It is likely for employees are dissatisfied with their jobs, they may lack job involvement, and be low in their commitment to the organization, wide variety of consequences may follow. This result is especially likely if the feelings are both strong and persistent. Dissatisfied employees may engage in psychological withdrawal (for example, day dreaming on the job), physical withdrawal (for example, unauthorized absences, early departures, extended breaks, or work slowdowns), or even over acts of aggression and retaliation for presumed wrongs.

In a local context, Ethiopia, there are insufficient number and variety of researches works with regards to work attitude (organization commitment, job involvement, and job satisfaction) and its potential effect on job performance in Ethiopia. Therefore, it is worth conducting a researcher to further investigate and see to what extent that work attitude can determine job performance.

1.2. Organization Overview

The most recent WHO Global Burden of Disease Report published in Lancet, in December 2012 (Murray et al; Vos et al, 2012), reports that spinal pain contributes more to the global burden of disease (including death and disability) than HIV, Diabetes, Malaria, Stroke, Alzheimer's Disease, breast and lung cancer combined, traffic injuries, and lower respiratory infections. Low back pain has become the number one cause of disability worldwide, with over one billion people suffering from neck and lower back pain. Within the developing world, spinal pain is four times more prevalent (Hou et al, 2010) and up to 59% of the adult

African population struggle from back pain, (Louw et al, 2007). This/her alarming percentage escalates to 72% of African adults who will suffer from back pain over the course of a year.

First Chiropractic and Wellness Clinic is established and become fully functional in 2008. Since its then, the clinic has helped to cure tens of thousands of patients who have been suffering from back pain. The clinic is has four branches and around 300 employees. According to the information gathered from First Chiropractic and Wellness Clinic, spinal pain is one of the costliest and disabling problems in developing countries like Ethiopia. Prevalence of spine disorders inhibits child and adult health and increases the possibility of lifelong pain and suffering. Disability from back pain places a significant burden on those suffering and their communities. There is some evidence to suggest that back pain experienced in childhood is a risk factor for back pain in later life, although there are scarce longitudinal studies to support this/her. It is plausible, however, that implementing strategies to protect spinal health should increase their awareness of the problem. The clinic further categorized the spin health problem as follows;

1.3. Statement of the Problem

High level of job performance of a health officer at work relates to his/her work attitudes. Job performance of health officers is concerned with two aspects. First, he/she perform his/her job in such a manner that it leads to achievement of desirable ends. Second, he/she should use organizational resources efficiently by avoiding or minimizing the waste in performing the job activities. Job performance could significantly be affected the attitude of a person at work. Some of the areas of attitudes that a person in the world of work is concerned with are superior, subordinates, peers, supervision, pay, benefits, promotions or anything that leads to trigger positive or negative reactions. These attitudes reflect a particular person's likes and dislikes towards other people, objects, events and activities in that person's surrounding environment.

However, there are few current studies that have explored attitudinal workplace outcomes among health officers in First Chiropractic and Wellness Clinic. As organizations identified factors that directly affect employee commitment behavior, they would have the opportunity to develop organizational programs to address highlighted issues as they indeed impact the overall functioning and success of the organization.

A limited amount of research has been conducted to examine job performance across various levels of the health sector. This study was intended to promote positive social change through improved work attitude, regardless of the education level and work experience. It would provide empirical data that would implicate factors directly related to employee job performance. Based on the information provided by this study, work attitude would have the opportunity to enhance, revise, and implement new and improved behaviors.

Consideration of the study is likely to indicate organizational value, acceptance, and promote employee indebtedness.

In First Chiropractic and Wellness Clinic, a health officer, as a physical and psychological healers, is loaded not only with the responsibility for his/her own patients but also the development of health culture and knowledge of the institutions. The clinic is continuously exploring the behavioral and social sciences that incorporate a number of disciplines, and each brings a variety of theoretical perspectives and methodologic approaches to its particular areas of study. At the clinic, these sciences are represented primarily by psychology, sociology, anthropology, and economics. Armed with their unique frameworks of the organization, health officers are exposed to behavioral, social, and cultural factors on public health problems in general and spine health in particular.

Duties of health officers cover not only treating (which, itself, obliges the officer to a permanent acquisition of new way handling patients and the ability to transfer it in a communicative way) but also research work and, more and more often, also administrative work. The role designated today to a health officers in Ethiopia becomes more and more ambiguous, and is often divergent from measurable criteria of professional excellence. A particular difficulty arises from the ambiguity of defining one's own professional achievements. The ambivalence of the role of a modern hospitals health officer is sometimes associated with professional expectations that prove impossible to be fulfilled, or the fulfilment of one of them precludes the possibility of implementing other.

The fact that the complex and multi-dimensional professional role obliges health officers to submit their everyday work life to work while feeling a strong job insecurity can have consequences such as changes in attitudes towards work and organization, as well as in attitudes towards oneself. Therefore, it is worth examining just how in these uncertain and ambiguous conditions health officers perceive their job performance and the attitude factors that determine it.

Despite of tremendous research efforts being devoted to the understanding of the antecedents of job performance, up to date, however, most of the previous research has been primarily conducted in Western developed countries, and less is known about job performance and its correlates in non-Western countries (Meyer & Allen, 1997). However, in countries where the culture is greatly different from that of Western countries, the predictors of job performance may be very different from the way Western human resource managers generally expect. The researcher has taken First Chiropractic and Wellness Clinic employs, specifically health officers, who are found from top to lower level and attempts to determine the effect of work attitude (organization commitment, job involvement, and job satisfaction) on job performance.

First Chiropractic and Wellness Clinic spans 10 years, only during the last 2 years of the did the organization come to recognize and better understand the importance of the behavioral and social sciences to its overall mission. This recognition was a consequence of several events, notably the growing spine health awareness of the many conditions and diseases linked to unhealthy behavior. The research is derived by problems that affect health officers dropped job performance towards handling their patients with appropriate care and support, hence a consistent learning about progressive behavioral aspects of the clinic's employees, specifically work related attitude and their effects on job performance.

All these are the motivating factors which derived the researcher to explore and know the extent to which the work related attitude can influence job performance. Thus, the researcher attempts to conduct this study on analyzing work attitudes as a predictor of job performance considering First Chiropractic and Wellness Clinic, which is one of the chiropractic clinics in Addis Abeba.

1.4. Hypotheses

Given the documented relationships between the work-attitudes and job performance, the researcher assumes that:

Hypothesis 1: The level of job performance among clinical health officers is greatly determined by the organizational commitment they have in the workplace.

Hypothesis 2: The level of job performance among clinical health officers is greatly determined by the job involvement they have in the workplace.

Hypothesis 3: The level of job performance among clinical health officers is greatly determined by the job satisfaction they have in the workplace.

Hypothesis 4: The level of job performance among clinical health officers is greatly determined by the organizational commitment they have in the workplace.

1.5. Objectives of the Study

General Objective

The general objective of this study is to identify the relationship of the work attitudes with job performance of the employees of health service providers in Ethiopia – a case of First Chiropractic and Wellness Clinic.

Specific Objectives

The study attempted to achieve the following specific objectives.

1. To identify the effect of organizational commitment on job performance of employees in First Chiropractic and Wellness Clinic.
2. To identify the effect of job involvement on job performance of employees in First Chiropractic and Wellness Clinic.
3. To identify the effect of job satisfaction on job performance of employees in First Chiropractic and Wellness Clinic.

1.6. Scope of the Study

The scope of the study may be limited as it would only represent health officers who have chosen to participate in the study and regard the questionnaire as a valuable tool for organizational advancement and who are committed to opportunities to contribute to positive social change within the field of health as individual.

1.7. Limitations of Study

The limitation of the study was related to the use of self-reported questionnaires because of self-report bias, fear of retaliation, and the participations perception on the importance of the factors that influence job performance. In addition to that, sample size which is being selected for the research study will be assumed as the whole population; the error free answers will be provided by the sampling technique selected for the research study; the accuracy and correctness of the data is ample for the research study.

1.8. Significance of the Study

The high cost associated with training and supporting personnel has caused organizations to re-examine the sensitive relationship that may exist between job satisfaction, job involvement, organization commitment, and other factors related to job performance. Organizational outcomes have also been linked to an employee's behaviors and attitudes. Specifically, when an organization demonstrated and promoted high commitment practices, it increased the overall organizational effectiveness and increased job performance. Employees who work in organizations where high commitment practices are modeled, they were more likely to become more involved and high performing in the organization; thus, working harder and making personal contributions to the organization's primary goal (Whitener, 2001). This research intends to cognize to what extent that work attitudes can determine job performance of Health Officers at First Chiropractic and Wellness Clinic. The human resource department will consider the importance of the work situation as a cause of employee performance, and it is an area the department can help influence through organizational program and management practices. Specifically, the outcomes to be considered consist of the following: the improvement of work environment in the First Chiropractic and Wellness Clinic, improvement of health

officers work attitude in most components of health service provision.; development of a positive attitude towards accomplishing tasks diligently and get satisfaction out of it and there would be significant research gains in understanding work attitudes and it influences on job performance as well, which is yet be explored.

1.9. Definitions of Terms

Attitude: Attitudes are evaluative statements—either favorable or unfavorable—about objects, people, or events. At work, three work attitudes have the greatest potential to influence how employees job performance. These are job satisfaction and organizational commitment. Stephen Robinson (2013).

Organizational Commitment: In organizational commitment, an employee identifies with a particular organization and its goals and wishes to remain a member. Most research has focused on emotional attachment to an organization and belief in its values as the “gold standard” for employee commitment. Stephen Robinson (2013).

Job Involvement: It is related to job satisfaction, which measures the degree to which people identify psychologically with their job and consider their perceived performance level important to self-worth. Stephen Robinson (2013).

Job Satisfaction: When people speak of employee attitudes, they usually mean job satisfaction, which describes a positive feeling about a job, resulting from an evaluation of its characteristics. Stephen Robinson (2013).

Job performance: Job performance is the total expected value to the organization of discrete behaviors that an individual carries out over a standard period of time. Stephan J. Motowidlo (2003)

1.10. Organization of the Research Paper

This research paper is comprised of five chapters;

Chapter One: Introduction

This section contains background of the study, statement of the problem, objectives of the study, hypotheses, definition of terms, significance of the study, and delimitation/scope of the study.

Chapter Two: Review of Related Literature

This section contains literature review of attitudes, work related attitudes and their effect on job performance. In this study, work attitudes are referring to and comprised of organizational commitment, job involvement and job satisfaction. This section also outlines literatures about job performance and how the can be determined by work attitudes.

Chapter Three: Methods of the Study

In this section, the total population is indicated, a sample for this study are identified through systematic random sampling. The research design is determined to be a casual research design. The data were analyzed using statistical techniques which included both descriptive and inferential statistics. The frequency and percentage were used regression analysis helped to infer the hypotheses formulated for the course of the study. The research approach used is quantitative and data thoroughly analyzed to see the extent of work attitude (organizational commitment, job involvement, job satisfaction) in determining job performance.

Chapter Four: Results and Discussion

In this section, the research results and findings are discussed. The result showed that work related attitudes that are framed with organizational commitment, job involvement, and job satisfaction can significantly affect job performance. An increased work

Chapter five: Summary, Conclusions and Recommendations

This section comprises four sections, which include summary of findings, conclusions, limitations of the study and recommendations.

- The summary of findings stated that work attitude have a strong effect on job performance
- The researcher concluded that behavioral aspects (work attitude) of employees can be one area of possibility to enhance job performance
- The limitation of the study is that it only considers one clinic result, so it would be difficult to generalize from this study.
- The researcher recommends that further research in other industries and organizations to see the strength effect that work attitude have on job performance.

CHAPTER TWO

REVIEW OF LITRATURE

2.1. Work Attitude

Robbins (2003) defined attitudes as evaluative statements and they can be either favorable or unfavorable concerning objects, people, or events. The favorable statements may provide positive effects regarding the concerned object, person or event whereas unfavorable statement may provide negative effects. An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations. This definition of attitude has certain implications for managers. First, attitudes are learned. Second, attitudes define one's predispositions toward given aspects of the world. Third, attitudes provide emotional basis of one's interpersonal relations and identification with others. And fourth, attitudes are organized and are closed to the core of personality. Some attitudes are persistent and enduring; yet, like each of the psychological variables, attitudes are subject to change (Fishbein and Ajzen, 1975).

The early family experiences help to shape the attitudes of individuals. The attitudes of young children usually correspond to those of their parents. As children reach their teen years they begin to be more strongly influenced by peers. Peer groups are able to influence attitudes because individuals want to be accepted by others. Teen ages seek approval by sharing similar attitudes or by modifying attitudes to comply with those of a group (Gibson, Ivancevich and Donnelly, 1991) stated that values and attitudes develop from early childhood onward as a result of upbringing, education and experience of life. He further declared that some people's attitudes set by their late twenties/ early thirties, and others seem to be able to retain certain flexibility throughout their life.

The research on work attitudes and their relationship to productivity and career development were presented in the world literature primarily in terms of treating work as a personal vocation (the "to be" attitude). The research carried out in this subject shows that the attitude allowing to perceive work as a vocation has an impact on the level of professional achievements, e.g. in the form of increased job performance (Dobrow, Tosti-Kharas, 2011; Duffy et al., 2012; Hirschi, 2012).

According to Ryan Duffe's and his colleagues' research (2012) that also the sense of vocation to the performed job has a significant impact on job performance, but commitment to work is an important moderator of this relationship. The involvement in the organizational issues, being an expression of an employee's identification with the institution in which he works and his personal attachment to the organization, consists of three components: affective commitment (positive emotional attitude to the

organization), involvement of duration (related to the fear of the costs of leaving the job or lack of employment alternatives) and normative (sense of commitment and loyalty, gratitude to the organization) (Meyer, Allen, 1991). Positive attitudes towards work (sense of vocation) appear to also promote better work effects, such as job performance and a smaller desire to resign from work (Berg, Grant, Johnson, 2010).

2.1.1. Organizational Commitment

According to Newstrom and Davis (1997) organizational commitment is the degree to which an employee identifies with the organization and wants to continue active participation in it. They further stated that organizational commitment is a measure of willingness to remain with the firm in the future. It often reflects the employee's belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working in the organization. Allen and Meyer (1990) have identified commitment in three forms. They are affective commitment, continuance commitment and normative commitment. Affective commitment is essentially concerns the persons emotional attachment to their organization. Continuance commitment is a person's perception of the costs and risks associated with leaving their current organization. Normative commitment is a morale dimension, based on a person's felt obligation and responsibility to their employing organization.

Organizational commitment is a person's identification with and attachment to an organization. A highly committed person will probably see himself or herself as a true member of the firm, overlook minor sources of dissatisfaction, and see himself or herself remaining a member of the organization. In contrast, a less committed person is more likely to see himself or herself as an outsider (Reichheld, 1993). Greenberg and Baron (2003) defined organizational commitment as the extent to which an individual identifies and is involved with his or her organization and /or is unwilling to leave it. This definition highlights the people's willingness to involve in organizational affairs and interest to remain in the organization as the organizational commitment. Similarly (Wood, 1996) defines organizational commitment is the degree to which a person strongly identifies with and feels a part of the organization.

Accepting and values, beliefs and goals of an organization may lead to organizational commitment to a greater extent. According to Robinson (2013), research has conceptualized culture into four different types based on competing values: the collaborative and cohesive clan, the innovative and adaptable adhocracy, the controlled and consistent hierarchy, and the competitive and customer focused market. A review of 94 studies found that job attitudes were especially positive in clan-based cultures, innovation was especially strong in market cultures, and financial performance was especially good in market cultures.⁴ Although the

competing values framework received some support in this review, the authors noted that further theoretical work needs to ensure it is consistent with the actual cultural values found in organizations.

There was a plethora of empirical research that examined organizational commitment as a workplace behavioral outcome. It has been an interest of scholars for decades and continues to impact organizational behaviors even now in the twenty first century. As time moves forward and technological advancement of the workforce increases, an increased understanding of workplace behaviors and specific factors that contribute to positive behavioral outcomes that influence organizational success, is also on the rise. Based upon recent studies in the field, there were no single human factors and constructs that impacted organizational outcomes more than organizational commitment (Chen et al., 2007; Freund, 2005; Gaziel, 2004; Joiner & Bakalis, 2006; Mankanjee et al., 2006; Obeng & Ugboro, 2003). Organizational commitment involves an employee's psychological state that is influenced by the quality of their relationship with the organization.

In addition, Meyer and Allen (1997) suggested that organizational commitment is best understood and described as three distinct components: affective, continuance and normative commitment. Meyer and Allen further argued that affective, continuance, and normative commitment are components rather than types of commitment. By understanding the significance of all three components employers had the opportunity to gain focused understanding of factors that influenced an employee's relationship with an organization. Therefore, it is assumed that commitment bonded an employee to a particular organization. It was clearly advantageous for organizations to recognize that there were identifiable differences in components of employee commitment and finding out how those differences impacted work related behaviors such as, job performance, work involvement, and absenteeism.

Much of the research related to organizational commitment focused on employees in small, private, and primarily blue-collar industries. Because of limited studies examining the public sector and organizational commitment across all levels of education, this study expected to make a significant contribution to the current body of literature. In addition to organizational success, Obeng and Ugboro (2003) asserted that the study of organizational commitment led to a broader understanding of management attitudes that helped to sustain, develop, and increase organizational commitment. As organizations examined organizational commitment more closely, specific interlocking workplace relationships such as co-workers and supervisor interactions; provided better insight regarding employee organizational commitment. Obeng and Ugboro suggested that committed employees typically worked beyond their outlined job requirements in support of the organizational needs and they were more likely to display positive organizational citizenship behaviors.

In their study, they examined organizational commitment among public transit employees and found that the three types of commitments identified and used may not have been necessary to examine the construct of organizational commitment among public transit workers. Obeng and Ugboro findings produced several outcomes: a) a negative relationship between education and organizational commitment suggested that employees who were well educated and were presented with more employment opportunities would be less likely to stay with the organization b) affective commitment also showed a negative relationship towards tenure in a position and overtime hours c) there were positive correlations between being a minority and number of years with an organization d) transit employees who were on the job for a long period of time indicated less normative and affective commitment to the organization and e) in support of previous studies, Obeng and Ugboro's research findings asserted a significant relationship between tenure, gender, and organizational commitment.

2.1.2. Job Involvement

Job involvement is the willingness of a person to work hard and apply effort beyond normal job expectations (Wood, 1996). Job involvement is the degree to which employees immerse themselves in their jobs, invest time and energy in them, and view work as a central part of their overall lives (Newstrom and Devis, 1997). According to Singh et al., (1998) job involvement results in an individual's tendency to exceed the normal expectation associated with his or her job. An employee with little job involvement will see it as just something to do to earn a living. Thus, all of his/her motivation is extrinsic and she/he has little or no interesting on learning how to perform the job better. On the other hand, a person with a lot of job involvement will derive intrinsic satisfaction from the job itself and will want to learn more and more about how to perform the job effectively. Job involved employees are likely to believe in the work ethic, to exhibit high growth needs, and to enjoy participation in decision making. As a result, they seldom will be tardy or absent, they are willing to work long hours and they will attempt to be high performers (Newstrom and Davis, 1997).

Job Involvement In review of the current literature related to job involvement, the evidence showed limited recent empirical support as well as, conflicting studies that showed a significant relationship between job involvement and workplace outcomes, including organizational commitment. This limitation further supported the rationale for the investigation of the job involvement as a possible predictor of organizational commitment. Research findings continued to reinforce the importance of role expectations and attitudes as factors influencing an employee's level of job involvement. Kanungo (1982) contended that job involvement tended to be a function of how much the job can satisfy an employee's immediate needs. Furthermore, job involvement refers to an employee's psychological connection to his or her job.

In addition, he found that individuals who demonstrated high work involvement also considered their jobs a significant part of who they are. Joiner and Bakalis (2006) suggested that job involvement describes how interested, enmeshed, and engrossed the worker is in the goals, culture, and tasks of a given organization. Blau and Meyer (1987) found an interaction between job involvement and organizational commitment to be significantly related to employee turnover regardless of gender, tenure, and marital status utilizing the ordinary least squares regression model. Blau and Meyer originally utilized employee categories to clarify the meaning of workers in relation to workplace behaviors including task related efforts and withdrawal 51 behaviors.

Specifically, employee's who exhibited both high commitment and high job involvement as Institutional Stars, employees with high job involvement and low organizational commitment were identified as Lone Wolves, employees with low job involvement and high organizational commitment who were more likely to have a strong organizational identification, Corporate Citizens, and Apathetic represented employee's who possessed low job involvement and low affective commitment. (Blau & Meyer, 1987; Hafer & Martin, 2006; Wegge et al., 2007),

Moreover, in the analysis of employee categories, Hafer and Martin (2006) argued apathetic employee's contributed the least to workplace goals and had the tendency to act indifferent to other employees and the organization on a whole. More than a decade ago, Elloy, Everett, and Flynn (1995) suggested that trusting, innovative, fair, and cohesive supervisors who positively acknowledged subordinates for a job well done played a critical role in the nature of the workplace climate that fostered job involvement. Furthermore, research suggested that an employee's perception of their organizational support was significantly related to situational and work variable outcomes.

Elloy et al. further admitted that the results of the study were overstated. Likewise, in contrast to much of the research finding related job involvement and organizational commitment, over a decade ago, Huselid and Day (1991) also argued an ambiguity of the study's results regarding the relationship between job involvement and organizational commitment. Specifically, Huselid and Day argued that previous studies concluded by Blau and Meyer (1987) did not include measures of continuance commitment, but did focus on attitudinal commitment. However, Huselid and Day 52 asserted that neither attitudinal nor continuance commitment alone, could account for an employee's decision to remain with a given organization. More importantly, in opposition to Blau and Meyer and Huselid and Day argued that the ordinary least squares regression (OLS) model used to analyze much of the previous work related to job involvement caused an overstatement of the relationship between job involvement and workplace outcomes such as turnover and organizational commitment.

Case in point, when two separate methods of analysis were used to examine the relationship between job involvement and workplace outcomes, Huselid and Day's research yielded two very distinct opposing outcomes. The use of the OLS model showed a significant relationship between tenure, attitudinal commitment, and job involvement and turnover. However, when the study was replicated using the logistic regression model no significant relationship was found. It appeared that the research of Huselid and Day was conducted primarily to challenge the earlier works of Blau and Meyer. They contended that their objective was to provide a more comprehensive model and broader definition of earlier conducted research. Other research mentioned the overgeneralization of attitudinal and affective variables on organizational commitment.

2.1.1. Job Satisfaction

Job satisfaction is among the important attitudes that influence human behavior in the work place. Thus, organizational behavior researchers are interested in accurately measuring job satisfaction and understanding its consequences for people at work (Wood et. al, 1976). Some of the well-known definitions of job satisfaction provide clear insight of it and they were helpful for this research study. Wood and Locke (1990) defined job satisfaction as the degree to which individuals feel positively or negatively about their jobs. It is an emotional response to one's tasks as well as to the physical and social conditions of the work place. As a concept, job satisfaction also indicates the degree to which expectations in someone's psychological contract is fulfilled. Job satisfaction is likely to be higher for persons who perceive an inducements-contributions balance in their relationship with the employing organization.

According to Smith, Kendall and Hulin (1969), job satisfaction is the extent to which a person is gratified or fulfilled by his or her work. Extensive research on job satisfaction shows that personal factors such as an individual's needs and aspirations determine this attitude, along with group and organizational factors such as relationships with coworkers, supervisors, working conditions, work policies, and compensation. Job satisfaction is referred to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job (Robins, 2003). According to Locke (1976) job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Implicit in Locke's definition is the importance of both affect, or feeling, and cognition or thinking. When the researcher think, the researcher have feelings about what the researcher think. Conversely, when the researcher have feelings, the researcher think about what the researcher feel. Cognition and affect are thus inextricably linked, in our psychology and even in our biology (Saari and Judge, 2004).

Stephen Robinson (2013) have outlined the concept of loyalist in a workplace, we look at role expectations through the perspective of the psychological contract: an unwritten agreement that exists between employees and employer. This agreement sets out mutual expectations: what management expects from workers and vice versa. Management is expected to treat employees justly, provide acceptable working conditions, clearly communicate what is a fair day's work, and give feedback on how well an employee is doing. Employees are expected to respond by demonstrating a good attitude, following directions, and showing loyalty to the organization.

Unlike previously discussed variables, there was no shortage of research related to job satisfaction and commitment. In fact, there were a vast number of studies examining the relationship between job satisfaction and organizational commitment. Over two decades ago, Spector (1985) argued that it was during the late 1970's that the interest in job satisfaction and human service workers began to be used as a comparison for investigating job satisfaction among industrial workers. Mankjee et al. (2006) asserted that job satisfaction was essentially the way individuals thought and felt about their multifaceted work experience.

Wegge et al. (2007) agreed that job satisfaction was a situational variable that was commonly interpreted as the employee's feelings of satisfaction or dissatisfaction with his or her job. Because job satisfaction is one of the most frequently measured organizational variables in research and applied settings it is often referred to as an employee's global attitudinal or affective response to their job. Job satisfaction could include specific interactions related to affective behaviors including: coworkers, pay, work environment, supervision, type of the work, and fringe benefits of employment (Spector, 1997; Wegge et al., 2007). Parnell and Crandall (2003) identified five elements of job satisfaction that have been empirically validated: pay, security, support, socialization, and growth.

The research indicated that as workplace issues, organizational commitment and job satisfaction reaches across workplace settings including: healthcare, industrial organizations, whitecollar business, and the service industries. However, few studies examined predictors of organizational commitment among educators. Parnell and Crandall suggested that future research focused specifically on developing a better understanding of individuals who make up the workforce, their needs, and their personal needs of identification with the organization. In support of the relationship between job satisfaction and commitment, Karsh et al. (2005) investigated the relationship between job and organizational determinants of long-term nursing home employee commitment, job satisfaction, and intent to turnover.

They mainly focused their attention towards predictors of various job characteristics including: supervision, and personal recognition. It was assumed that based on previous research, employees who worked for well

organized nursing facilities and who classified the working environment as pleasant were more likely to maintain employment with the organization. As predicted, Karsh et al. found that intrinsic and extrinsic satisfaction and commitment predicted intentions of turnover among long term care nursing home employees. Specifically, they found that individuals who demonstrated high work involvement also consider their jobs a significant part of who they are.

Positive challenge 58 at work and perceived control at work were two attitudinal characteristics that have been linked to high levels of job satisfaction and organizational commitment. Karsh et al. asserted that future studies could be beneficial to the existing body of research related to commitment, job satisfaction, and tenure by closely examining factors that negatively impact employee satisfaction and commitment. As cited previously, scholars continue to draw attention to the relationship between both job involvement and job satisfaction as attitudinal predictors of organizational commitment.

Particularly, Wegge et al. (2007) found that job involvement affected absenteeism more if an employee's job satisfaction was low and especially when perceptions of the workplace were not positive. Furthermore, the study of organizations could also benefit from a closer analysis of the interaction between job involvement and job satisfaction. However, researchers cautioned that a significant limitation to the research outcome was that the researchers were not able to differentiate between voluntary versus involuntary absentee behaviors. Karsh et al. (2005) research findings concluded that if an organization could increase employee satisfaction and commitment, they would subsequently reduce employee turnover. Specifically, they illustrated that organizational practices including: work time lines, flexible work schedules, clean and safe work environments, and receiving some level of feedback from facility administrators, did impact employees decision to leave or remain with the nursing home facility. 59 Clay-Warner et al. (2005) investigated the relationship between organizational justice and job satisfaction.

They asserted that organizational justice has two sub types, procedural and distributive justice. Moreover, they set out to determine which type of justice, indeed, had a significant relationship to employee job satisfaction. Clay-Warner et al. described job satisfaction as a facet related to an employee's personal, professional and organizational connection. Furthermore, an employee's perception of procedural and distributive justice could impact other attitudinal behaviors in the workplace such as turnover, work related stress, and employee commitment. Clay-Warner et al. (2005) conducted a study using a representative sample of workers across several different workplace settings. Their study revealed that job characteristics including procedural and distributive justice had a significant effect on job satisfaction.

2.2. Job Performance

Every employee working within the organization is expected to perform his or her job in a dependable way. He or she is responsible for successful performance of tasks and duties involved in the job according to the employment contract. Employees accept certain job assignments and agree to do them dependably. They should feel a sense of responsibility for doing them well (Opatha, 2009). Some of the definitions of job performance provide clear insight of it and they can be extensively used for this research study. According to Moorhead and Griffin (1999) job performance is made up of all work – related behavior. Job performance is the accomplishment of those tasks that comprise a person's job (Porter and Lawler, 1968). It means execution of total set of job related tasks. The tasks that should be performed are different from one job to another. This definition by Porter and Lawler was considered as the working definition of the research study in the chapter three of this report.

Borman and Motowidlo (1993) presented a model of job performance which reflected such behaviors that were comprehensive of job performance specialty, classified as either task or relative performance. In the performance literature, a distinction is made between in role and extra-role performance (Katz and Kahn, 1978). Extra-role performance is also conceptualized as organizational citizenship behaviors (Smith, Organ, and Near, 1983). Based on this research, Borman and Motowidlo (1993) suggested that performance can be divided into two parts, task and contextual performance.

- **Task Performance**

Task performance involves the effectiveness which employees perform the activities that are formally part of their job and contribute to the organization's technical core and studied that appropriate performance referred to those behaviors that maintained the vast social environment in which the technical core must function. It included more unrestricted behaviors that assisted the organizations to function.

- **Contextual performance**

Contextual performance comprises organizational activities that are volitional, not prescribed by the job, and do not contribute directly to the technical core. Contextual performance includes activities such as helping, cooperating with others, and volunteering, which are not formally part of the job but can be important for all jobs.

2.3. Empirical Literature

Over the year research and interest in job related attitudes and behaviours such as job involvement, job satisfaction, organizational commitment, and organizational citizenship behaviour have gained much popularity and importance because of their pivotal role in generating various and several desirable positive organizational outcomes. For example, job involvement has been shown to ignite such desirable organizational outcomes such as employee motivation (Hackman and Lawler, 1971), organizational commitment (Meyer et al., 1989; Mathieu and Zajac, 1990;

Earlier empirical researcher evidence indicates that fostering the attitudinal states of job involvement of human resources is an important organizational goal as it is considered to be one of the best predictors of job performance (Munene, 1995; Somers and Birnbaum, 1998; Diefendorff et al., 2002; Bolger and Somech, 2004; Chu et al., 2005; Rotenberry and Moberg, 2007), employee commitment (Meyer et al., 1989; Mathieu and Zajac, 1990; Ketchand and Strawser, 2001), and overall organizational effectiveness (Pfeffer, 1994). Similarly, the earlier findings of Lodahl and Kejner (1965) also revealed that for the employees who are highly involved performing well on the job is important for their self-esteem. Employee with high levels of job involvement genuinely care for and much concerned about their work (Kanungo, 1982).

On the other hand, empirical evidence indicates that job involvement is negatively associated with intentions to quit and positively related to job satisfaction and organizational climate perceptions (McElroy et al., 1995; McElroy et al., 1999). Similarly, the findings of Blau and Ryan (1997) revealed that job involvement is negatively related to absence, withdrawal intentions and turnover as well as lateness and leaving work early.

The findings of Blau and Ryan (1997) revealed job involvement to be positively related to work effort and performance. This implies that individuals with high levels of job involvement should be the most motivated to go to work and to go on time. On the other hand, individuals with low levels of job involvement should be the least motivated. Both highly motivated and non-motivated employees may miss work or come late for excusable reasons (e.g., illness, religious holiday, vacation time, and transportation problems).

However, highly motivated employees cannot be thought as non-motivated employees to miss work or come late for inexcusable reasons. Individuals with higher levels of job involvement are likely to exhibit less unexcused lateness and unexcused absence than individuals with lower levels of job involvement (Blau, 1986; Blau and Boal, 1987).

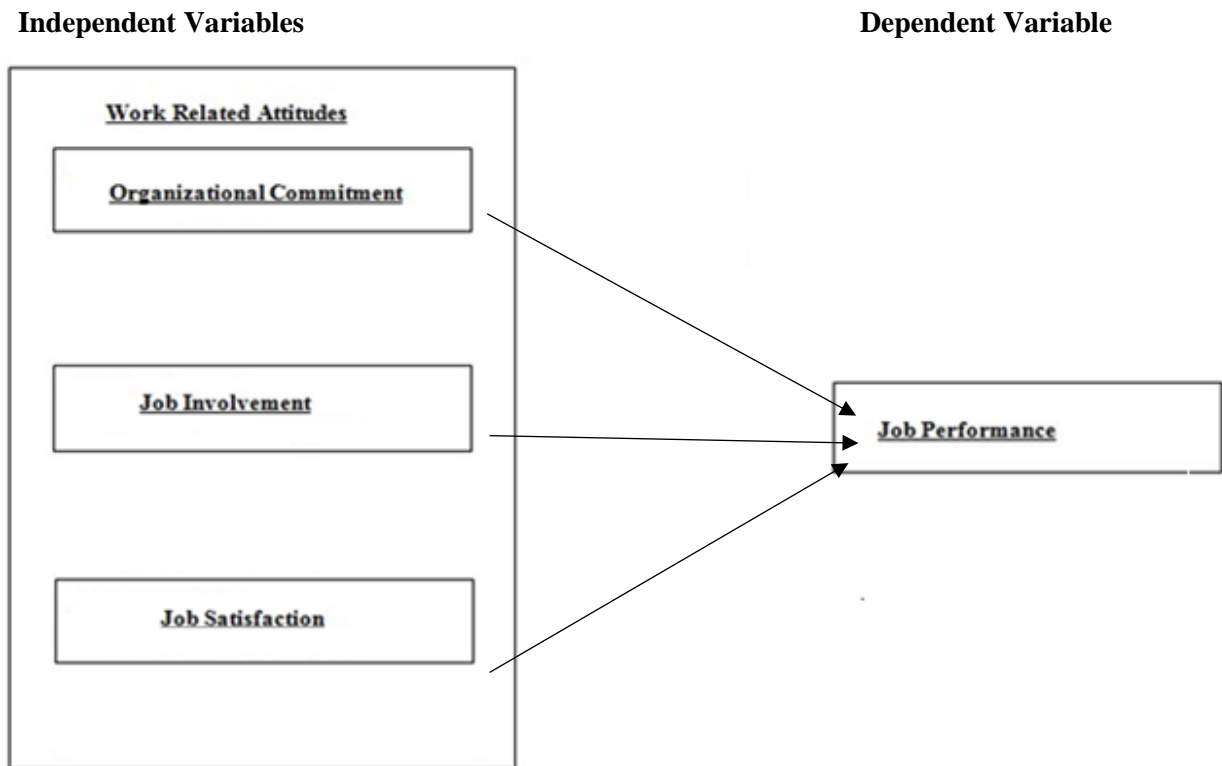
Earlier empirical studies have focused on the influence of these work related attitudes (i.e. job involvement, job satisfaction, and organizational commitment) on various organizational outcomes (Farris, 1971; Hom et al., 1979; Mowday et al., 1982; Blau and Boal, 1989; Mathieu and Kohler, 1990). These earlier studies have variously used job involvement, job satisfaction and organizational commitment separately and interactively to predict tardiness, intention to quit, absenteeism, and productivity.

Other researchers have linked job involvement to organizational factors (Jans, 1985) and organizational commitment (Angle and Perry, 1983) or work experiences (Pierce and Dunham, 1987). The basic argument in this paper is that while these work related attitudes may separately and interactively predict various organizational outcomes such as tardiness, intention to quit, absenteeism, and organizational performance, they may as well have an interactive influence on each other. This implies that these work related attitudes may in fact be interrelated. For example, people may become more involved in their jobs because they are satisfied with their jobs, or job satisfaction may enhance the level and extent of job involvement. Similarly, job involvement or job satisfaction may also enhance the level and extent of employees' commitment to the organization, or organizational commitment may enhance the employees' job involvement and satisfaction. To buttress this point, Knoop (1995) argues that there is a possibility that "chunks" of one attitude may be related to chunks of other attitudes in many ways- causally, acausally, or spuriously. This contention can be derived from contingency theories that predict that the strength and direction of any relationship among a set of variables is likely to vary with the individual involved and with the context within which the individual works (Knoop, 1995).

2.4. Conceptual Framework

The conceptual model of this research describes the nature of the hypotheses of this study. According to the model the independent variable is work attitudes, under three sub variables named job satisfaction, organizational commitment and job involvement. The dependent variable is job performance.

Figure 1: Conceptual Framework of the Study



CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Study area

The study area is in Addis Abeba city, Ethiopia. It is an administrative division of Ethiopia, located in the central part of the country. Addis Abeba Region is arguably the most economically important state of the country; it is the nation's largest urban area with vast number of organizations, which makes it a relevant study area for this research work. The study is going to be conducted at one of the prime clinic in Ethiopia – 1st Chiropractic Clinic with the following composition;

3.2. Research Design

This study examined the relationship between job satisfaction, job involvement, organizational commitment, and job performance. This research used a nonexperimental design. Pedhazur and Schmelkin (1991) drew attention to the lack of agreement by experts regarding classification of research designs. They preferred to classify research broadly into experimental, quasi-experimental, and nonexperimental, with the only differences amongst them being the lack of randomization to groups for quasi-experimental and the lack of both randomization and manipulation of the independent variable for nonexperimental. The present study was considered no-experimental research.

The researchers further argued it was important to note that threats to validity in explanatory research did not arise in predictive research. In actuality, few research studies were conducted as true experiments (Cook & Campbell, 1979). The design of this study had a possible threat to external population validity, but every effort was made to describe the sample as thoroughly as possible so that any significant results may be cautiously generalized to similar populations. This chapter details the research methodology that was utilized in the study. Specifically, the chapter provides a summation of the research approach, the sample population, data collection methods, instrumentation, and statistical analysis. The reliability and validity of the instrumentation are also discussed.

The research design is the key aspect of the research and serves the utmost important part of the research study. The planning of the research is done for the frame of thoughts of research and various methods of research. This basically provides the explanation of various issues which can be faced during the research study. The topic was focused on the research objective and the process of research require an extensive data for the proper analysis of data.

Furthermore, this study investigated the effect of work attitude (job satisfaction, job involvement, organizational commitment) on job performance through a quantitative design. Three methods of analysis were used to address the research question. Descriptive, Correlational analysis and regressions were conducted to address the hypotheses. The independent (predictor) variables were: organizational commitment as measured by organizational commitment questionnaire, job involvement, as measured by job involvement questionnaire and job satisfaction, as measured by the job satisfaction questionnaire. The dependent variable was job performance, as measured by job performance questionnaire.

3.3. Research Approach

The research approaches used in this study were the most rigorous, yet were resource- and time-intensive. Hence, to deeply explore and understand the influence of work attitude on job performance this study has made use of both qualitative and quantitative approaches of data collection and analysis. The qualitative aspect of the approach is that respondents make their subjective choices outlined in orderly fashion ranging from strongly agree to strongly disagree. The quantitative aspect appears when the researcher has converted the ordinal response into Likert-Scale ranging from 5(strongly agree) to 1 (strongly disagree).

3.4. Sample and sampling techniques used

3.4.1. Target Population and Sample

Participants for this study were solicited from health officers working in First Chiropractic and Wellness Clinic with composition of three different levels across the organization. The number of participants in each level, the top level (40), middle level(110) and low level (70) health officers.

3.4.2. Sample Size Determination

Before determining sample size, there are two terms that should be clarified: confidence interval and confidence level. The confidence interval (also called margin of error) is the plus-or-minus figure usually reported in newspaper or television opinion poll results. The confidence level tells you how sure you can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. The 95% confidence level means you can be 95% certain; the 99% confidence level means you can be 99% certain. Most researchers use the 95% confidence level.

The following formula was used to determine the sample size using the details in the table;

Table 3.1: Sample Size Determination

No.	Item	Value
1	Population size	280
2	Margin of error:	3%
3	Confidence level:	95%
4	Estimated response rate:	80%
5	Number to invite:	278

$$\text{Sample Size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N}\right)}$$

Source: Power analysis and determination of sample size for covariance structure modeling. By MacCallum, Robert C., Browne, Michael W., Sugawara, Hazuki M. Psychological Methods, Vol 1(2), Jun 1996, 130-149

Based on the above sample size determination formula the researcher has calculated and determined the sample size to be 222;

3.4.3. Sampling techniques

In systematic sampling (also called systematic random sampling) every Nth member of population is selected to be included in the study. It is a probability sampling method. It has been stated that “with systematic sampling, every Kth item is selected to produce a sample of size n from a population size of N. Systematic sampling requires an approximated frame for a priori but not the full list. Systematic sampling is more appropriate compared to simple random sampling when a project's budget is tight and requires simplicity in execution and understanding the results of a study. Andriy Blokhin(2013)

The researcher will apply systematic sampling in the following manner:

1. Label each member of the sample group with a unique identification number (ID).
2. Calculate the sampling fraction by dividing the sample size to the total number of the population:

$$\text{Sampling fraction} = \frac{\text{Actual Sample Size}}{\text{Total Population}}$$

- The sampling fraction in the result used as guidance for applying systematic sampling for the researcher, for instance the researcher's sampling fraction is equal to 1/5, it will need to choose one in every five cases.

3.5. Source of Data

Primary data are information collected by a researcher specifically for a research assignment. In other words, primary data are information that a company must gather because no one has compiled and published the information in a form accessible to the public.

In this study the sole source of data was primary data that was collected from health officers working for First Chiropractic and Wellness Clinic through questionnaires. These primary data are related to behavior and allow to gather response from health officers

In this study the researcher believed that collecting primary data is advantageous and reliable. Hence, the study mainly depends on primary data collected from health officers of First Chiropractic and Wellness Clinic. The composition primary data sources are outlined in the following table.

Table 3.2: Source of data

No.	Category	Number of Employees
1	Top Level Health Officers	40
2	Middle Level Health Officers	110
3	Lower Level Health Officers	70
	Total Sample Size	220

Source* First Chiropractic and Wellness Clinic Human Resource Data

3.5.1. Instrument of Data Collection

The research instrument to be used for collection of data is the administering of well-structured questionnaires. The questionnaire consist of questions that will emphasis the respondent understanding and perception of the work attitudes to the extent of determining job performance. Thus, questions was used to test the different proposed hypotheses.

The questionnaire is organized in five blocks, where the first block contains demographic information, second-fourth blocks contains all the dependent variables, i.e. organizational commitment, job involvement and job satisfaction and the fifth block contain the dependent variable job performance. I following few paragraphs, a brief description of each category is outlined;

The demographic information is consisted of 3 items and took about 1 to 3 minutes to complete. This instrument was used to gather background information about the participants for comparison of the groups and was only used for descriptive purposes.

Job Satisfaction block of the questionnaire is designed to measure health officer's level of satisfaction about his or her job and aspects of their job. The questionnaire was primarily used to assess the job satisfaction of health officers in First Chiropractic and Wellness Clinic. This section is a 14-item, Likert-type scale. Scores on each can range from 1 to 5. It has items written in the positive direction. Specifically, high scores on the scale represent job satisfaction. The participant will have five responses to choose from per item ranging from: (1) strongly disagree to (5) strongly agree. It took approximately 20 minutes to administer.

3.5.2. Methods of data analysis

The data were analyzed using statistical techniques which included both descriptive and inferential statistics. The frequency and percentage table is used for the descriptive statistics to confirm the hypotheses formulated for the course of the study. Table matrix was used to measures the reliability and significance of data to see whether or not deviation of the actual observer leads to the acceptance or rejection of the null hypothesis.

3.6.Ethical Consideration and Risks to Subjects

The researchers make sure that there will not be controversial, contentious, sensitive, embarrassing and upsetting subject-matter. The researchers make sure to conceal observation of participants, recording or filming / photography of participants (whether keep it secret or otherwise). Ensures to keep secret the issues of confidentiality and privacy, or anonymity. The researchers secure personal data, retention and disposal of the data.

CHAPTER FOUR

RESEARCH RESULTS AND ANALYSIS OF FINDINGS

4.1. Descriptive Analysis

It is relevant to note that all the instruments utilized for data collection in this study were modified to suit the purpose of this study and our peculiar Ethiopian environmental circumstance. The variables examined in this study are demographic variables and the dependent and independent variables. The independent ones includes organizational commitment, job involvement, job satisfaction and the dependent variable is Job Performance. The block one contained the demographic variables. Block two included organizational commitment, block three job involvement, and block four included job satisfaction and block five include job performance. This study was a nonexperimental quantitative study, based on survey methodology. Three hierarchical multiple regressions used provided statistically powerful tools to answer the research questions. Regression analysis explained the variance in the outcome measures due to the individual and combined contribution of the unique set of predictors that were used in this study.

4.1.1. Reliability Analysis:

In this study, Cronbach's coefficient α was used to calculate the internal consistency coefficients of the items included in the questionnaire through a study with 210 health officers working in First Chiropractic and Wellness Clinic. Results of the reliability analysis showed that the items in the five scales had a satisfactory discriminating power, since the internal consistency can be considered to be good for all factors (Cronbach Alpha; $0.9 > \alpha > 0.8$).

Table 4.1. Reliability Analysis

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.868	45

Source* SPSS research data

4.1.1. Demographic Information

Sex, age and experience are the most common demographic variables that allows to understand the respondents' composition. In this study sex, age, experience are demographic questions asked in the

questionnaire. The sex, age, and experience will often determine employees' perception, exposure and knowledge that relates to the focus of the study.

For instance, when administering age of the health officers, a respondent in his/her 20s will most likely answer the question differently than a respondent in his 50s. Therefore the researcher have examined respondent Age to understand its compositions.

Table 4.2. Demographic Information

Sex				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	79	38.0	38.0	38.0
Female	131	62.0	62.0	100.0
Total	210	100.0	100.0	
Age				
Age Range	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	112	53.2	53.2	53.2
30-40	78	37.3	37.3	90.5
40-50	19	8.9	8.9	99.4
50-60	1	0.6	0.6	100.0
Total	210	100.0	100.0	
Years of Experience				
# of Years	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 2	15	7.0	7.0	7.0
3	35	16.5	16.5	23.4
4	25	12.0	12.0	35.4
5	40	19.0	19.0	54.4
6	33	15.8	15.8	70.3
7	36	17.1	17.1	87.3
More than 8	27	12.7	12.7	100.0
Total	210	100.0	100.0	

Source* SPSS research data

The findings of the study shows that 38% of the respondents are male and the remaining 62% are female. About two-third of the health officers working in the First Chiropractic and Wellness Clinic are female.

Since the clinic provides therapeutic treatment, there appears a tendency that most of its employees to be females.

The finding also shows that 90.5% the employees are below 40 years old and this category is more or less young and productive part of the society. With this composition the clinic may mobilize a good deal of work related attitude for its employees to enhance their job performance.

The study findings also shows that 76.6% of the employees have more than 4 years of work experience. As a result, the clinic will probably benefits from stable workforce that may lead to good interaction among employees and behaves the way that most benefits the clinic.

4.2. Prediction of Job Performance using Work Attitudes

Regression analysis is used to understand the degree of effect that independent variables have on to the dependent variable. As part of conducting regression analysis the independent variables go through a collinearity diagnosis;

4.3. Variance of Inflating Factors

VIF measure the inflation in the variances of the parameter estimates due to collinearities that exist among the predictors. It is a measure of how much the variance of the estimated regression coefficient β_k is “inflated” by the existence of correlation among the predictor variables in the model. A VIF of 1 means that there is no correlation among the kth predictor and the remaining predictor variables, and hence the variance of β_k is not inflated at all. In table below, the test shows that the VIF is not very far from 1, hence the independent variables pass the collinearity diagnostics test. The general rule of thumb is that VIFs exceeding 4 warrant further investigation, while VIFs exceeding 10 are signs of serious multicollinearity requiring correction.

Table 4.3. Variance Inflation Factors (VIF) on the independent variables

Coefficients ^a					
Model	95.0% Confidence Interval for B		Collinearity Statistics		
	Lower Bound	Upper Bound	Tolerance	VIF	
1	(Constant)	2.083	3.292		
	Organizational Commitment	-.020	.279	.638	1.566
	Job Involvement	-.243	.034	.618	1.619
	Job Satisfaction	.196	.509	.694	1.441

Source* SPSS research data

a. Dependent Variable: Job Performance

Regression coefficients represent the mean change in the response variable for one unit of change in the predictor variable while holding other predictors in the model constant. The key to understanding the coefficients is to think of them as slopes, and they're often called slope coefficients

Table-4.4. Regression Coefficient showing the predictor variables Organizational Commitment, Job Involvement, Job Satisfaction effect on Job Performance
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	2.688	.306		8.769	.000
1 Organizational Commitment	.129	.076	.138	1.710	.003
Job Involvement	.104	.070	.122	1.486	.001
Job Satisfaction	.353	.079	.345	4.440	.000

Source* SPSS research data

a. Dependent Variable: Job Performance

The above table shows the effect of one unit change in each of the independent variables could have on job performance, i.e one unit in organizational commitment will have 12.9% effect on the job performance, one unit change in job involvement will have 10.4% change in job performance and one unit change in job satisfaction will 35.3% effect on job performance.

Table-4.5. Regression Analysis showing the Relationship between Job Performance and Organizational Commitment, Job Involvement, Job Satisfaction

Summary Model^b

Model	R	R Square	Adjusted R Squar	Std. Error the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig.F Change
1	.752 ^a	.565	.559	.15203	.565	89.194	3	210	.000	.583

Source* SPSS research data

a. Predictors: (Constant), Organizational Commitment, Job Involvement, Job Satisfaction

b. Dependent Variable: Job Performance

More specifically, the research result in table 3 above indicates that the adjusted coefficient of determination (R^2) is 0.559. This implies that the independent variables (organizational commitment, job involvement and job satisfaction) accounts for about 55.9 percent of the variation in the dependent variable (Job Performance). The above table also shows that F-calculated is 89.194 and the corresponding significance value is 0.000 which is less than 0.01. This implies that the model is significant.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION, AND RECOMMENDATION

5.1. Summary of Findings

In this study employee attitudes toward job performance have become of convincing interest to the researcher because of their impact on work related behavior and other desirable work related outcomes. This is particularly so as employee work attitudes are reflected in tendencies to respond to the job and the organization and its people and situations either positively or negatively. As emphasized earlier, to achieve this objective, on a rotational basis, each of the variables (e.g job performance) was used as the dependent variable while the others (e.g organizational commitment, job involvement and job satisfaction) served as the independent variables. This exercise was repeated continuously until all the variables were considered

Job Performance and Organizational Commitment

The finding revealed a positive and significant relationship between job performance and organizational commitment, job involvement and job satisfaction. This finding suggest that employees performance and orientation towards the various facets of a specific job (such as pay on the present job, people on the present job, supervision on the present job, promotion on the present job, and the job itself) precedes and in fact influences their orientation towards the entire job performance that they exhibit.

These findings seem natural and logical. When employees are committed, engaged, and satisfied with their job and derive contentment from it, they are more likely to perform better. The finding may also be explained by the fact that employees may consider the favorable salary, cordial relationship with co-workers, favorable supervision, opportunity for growth and advancement, and working on a job that is perceived to be intuitively appealing not boring as the organization's commitment to them and will reciprocate this gesture with a corresponding level of their job performance.

The implication of this finding for human resource managers is that to improve employees' job performance, they may first need to improve the employees' level of commitment, engagement and satisfaction with the job. This they can achieve by ensuring that they offer equitable salaries to the employees; emphasize cordial relationships between employees; ensure that employees promotion are based on merit, performance or achievements; provide adequate supervision; and the job is

designed in such a way that they are intuitively appealing to the jobholders. This finding also implies that job performance can decrease if the employees perceives a lack of proper supervision, or their promotion is either delayed or denied them, or there is perceived delay or inequitable distribution of rewards and other organizational favors, or they are uncomfortable with their coworkers, or the job ceases to be challenging, interesting, or intuitively appealing either because the job gets changed or because the job holder gets bored with it.

Job Performance and Job Involvement

Similarly, the finding of this study revealed a positive and significant relationship between job performance and job involvement. This finding suggests that employees who are highly involved in their jobs are also more likely shows higher degree of job performance in areas that they work for. The present finding may be explained by the fact that job involvement is linked to importance of work in an employees' routine or daily life. This implies that when employees give importance to their work, certainly they will become loyal or attached to their work and by extension to their organization.

Employees who have high level of job involvement will be more motivated and have better job performance than those who have low level of job involvement because they are fascinated by the job and by extension the platform that provides such job-the organization (Blau and Boal, 1987). Similarly, in line with the social exchange theory, as employees come to work, they bring with them certain basic needs and skills and expect the organization to provide an environment in which those needs can be reasonably satisfied and those skills applied. If these physiological and psychological needs are reasonably satisfied, the employees will engage themselves more fully and invest greater time and effort on the job. This point is in line with the earlier argument by Kanungo (1982) to the effect that high job involvement will result in higher levels of job satisfaction and by extension, high intention to stay with (or less intent to leave) the organization.

Therefore, it seems logical that employees who are highly involved in their job are more likely to be committed to the organization. Besides, it seems likely that people get involved in work or job for reasons other than identification, participation, or self-worth, the accepted ingredients of the definition of involvement. Yet the necessity of becoming involved in the job, in order to keep a job, for example, could also enhance the employees' commitment to the organization, especially if organizational commitment was perceived differently. Instead of identification or loyalty, as Blau and Boal (1987) advocated, organizational commitment could mean making a pledge or promise to

the employer. An employee could well pledge to stay with an organization and to get involved in difficult work that brings little gratification to discharge an obligation.

Job Performance and Job Satisfaction

Similarly, the finding of this study also revealed a positive and significant relationship between Job performance and Job Satisfaction. This finding suggest that employees who are highly performing in their job are also more likely to exhibit behaviors that are discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes high level of satisfaction. By discretionary means that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable" (Podsakoff *et al.*, 2000).

Taken together, these findings imply that employees who are highly committed to their organization, and are highly involved in and satisfied with their job are more likely to exhibit such: discretionary work related behaviors that specifically aid another person in the organization with an organizationally relevant issue (Altruism); discretionary behaviors that aid the organization in general and go beyond the minimum role requirements of the organization (Conscientiousness); the willingness of the employee to tolerate less than ideal situations without complaining (Sportsmanship); behaviors aimed at preventing work-related problems with others from occurring (Courtesy); and behaviors that indicate that the individual responsibly participates in or is involved in the life of the organization (Courtesy); display organizational loyalty; organizational compliance; willingness to take individual Initiative; and engage in self-development among others.

Lastly, the findings of this study imply that within the First Chiropractic and Wellness Clinic, these work related attitudes (job involvement, job satisfaction, organizational commitment, and job performance) are in fact related. The findings of this study supports the earlier finding of Knoop (1995) who argues that there is a possibility that "chunks" of one attitude may be related to chunks of other attitudes in many ways causally or spuriously. This contention can be derived from contingency theories that predict that the strength and direction of any relationship among a set of variables is likely to vary with the individual involved and with the context within which the individual works (Knoop). For example, people may become more involved in their jobs because they are satisfied with their jobs, or job satisfaction may enhance the level and extent of job involvement. Similarly, job involvement or job satisfaction may also enhance the level and extent of employees' commitment to the organization.

Organizational commitment may enhance the employees' job involvement, satisfaction. This implies that as a person develops a favorable attitude toward one aspect of the job based on unique experiences (e.g. job performance), such a person is also likely to react favorably to other related aspects of the job (e.g. organizational commitment, job involvement and job satisfaction). Thus, employees who are involved in their job are likely to be satisfied with the job, become committed to their organization and by extension exhibit job performance. Similarly, employees who are dissatisfied with their job may become less involved in the work, less committed to their employer and organization and lack job performance.

5.2. Conclusion

This research has passionately deals with work attitudes (organizational commitment, job involvement and job satisfaction) and its effect on job performance. It has explored the tremendous psychological significance of these work attitudes towards increasing job performance. The concept of work attitude provides valuable leverage for job performance. Advances in our understanding of work attitude and its importance in improving job performance has the factors that give rise to it, as well as its precise consequences for thought and behavior – promise to yield both theoretical and practical payoffs. Indeed, as the field of social psychology moves forward in an attempt to better determine which work attitudes most accurately predict which behaviors to increase job performance and under what circumstances, the continued refinement of our understanding of work attitude is likely to play a central role.

5.3. Recommendation

The present study worth to be replicated in other industries in Ethiopia. While the present study may have assumed a direct effect that work attitudes have on job performance considered in this study, the relationships may in fact be indirect or moderated by contextual factors. Hence, further research may be needed to consider potential moderators of the relationships between these work related attitudes and job performance. Further research may also consider the use of alternative research designs such as a longitudinal study.

5.4. Limitations of the Study and Suggestions for Further Research

The findings of this study worth considering in the context of several limitations. Firstly, the generalizability of the findings of this study will be restricted to the First Chiropractic and Wellness Clinic, in private health sector of Addis Abeba Region of the Ethiopian economy. Secondly, the difficulty in exploring work related attitude such as job satisfaction, job involvement, Job performance and organizational commitment which are psychological in nature through the use of questionnaire must be acknowledged. Thirdly, a major limitation of adopting the quasi-experimental research design in research, such as this, is that the use of primary data is considered overly subjective and as such amenable to suspicious inferences and conclusions. These limitations notwithstanding, I believe that the relationship between the work related attitudes considered in this study is an important and legitimate area of inquiry and that survey-based methods are one way to attempt to create more rigorous research in the field of management in general and organizational behavior to be specific.

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ANNEX A: QUESTIONNAIRE

DECLARATION

I, Getenet Wegayhu Mandefro with registration No. SGS/0038/2009A, is a candidate of Master of Business Administration (General) at the St. Mary's University, do hereby declare that the thesis Work Attitudes as Predictor of Job Performance. Empirical analysis on 1st Chiropractic Clinic submitted by me in partial fulfillment of the requirement for General MBA is my original work, and has not been submitted or published earlier. I also somberly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

I also understand that if evidence of plagiarism is found in my dissertation at any stage, even after the award of a degree, the work may be cancelled and the degree revoked.

Date

Signature