



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MBA PROGRAM

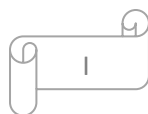
**THE ASSESSEMENT OF FACTORS INFLUENCING
EMPLOYEE JOB SATISFACTION AND COMMITMENT: THE
CASE OF CAPITAL HOTEL AND SPA**

BY

BIFTU ALEMAYEHU

July, 2020

ADDIS ABABA, ETHIOPIA



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RESEARCH ADVISOR: DR. MESKEREM MITIKU

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ADDIS ABABA, ETHIOPIA



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
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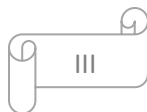
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DECLARATION

I, Biftu Alemayehu hereby declare that “the assessment of factors influencing employee job satisfaction and commitment: the case of capital hotel and spa” is my own work, that it has not been submitted for any degree or examination at any other institution of higher learning in Ethiopia, and that all references have, to the best of my knowledge, been correctly reported. This study is being submitted for the partial fulfillment of master’s degree in business administration at St Mary university graduate studies.

Full name: Biftu Alemayehu

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Date_____

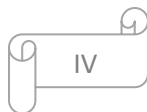
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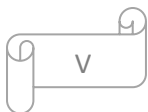


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Acronyms and Abbreviations

AC: Affective Organizational Commitment

CC: Continuance Organizational Commitment

OC: Organizational Commitment

JS: Job Satisfaction

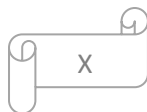
NC: Normative Organizational Commitment

OC: Organizational Commitment

Abstract

The purpose of this study was to examine the factors that influence employee job satisfaction and commitment of employees working in Capital Hotel and Spa, Addis Ababa. 57 employees participated in the study. A stratified sampling method was used to collect data from the study participants. The data was analyzed using correlation and multiple regression analysis in IBM SPSS version 25. Four out of six proposed hypotheses were supported by the study. The major finding of the study revealed that positive significant relationships exist between job satisfaction and commitment (Affective, Continuans, and Normative), and opportunities for advancement, pay, work itself and supervision. It was also revealed in the study that no significant relationship exist between job satisfaction and Working conditions and relationship with peers. Further this research proposes methods that can be used to retain best talents in Capital Hotel and spa, Addis Ababa to serve the ever increasing number of customers in the hospitality sector.

Key words: Job satisfaction, organizational commitment, normative commitment, continuance commitment, affective commitment



CHAPTER ONE

INTRODUCTION

This chapter presents the introductory parts of the study. It embraces the background of the study and the organization, statement of the problem, research questions, objectives of the study, hypothesis, definition of terms, significance of the study, and scope of the study.

1.1 Background of the study

The study of employee job satisfaction and commitment never gets old as employees are the backbone of an organization. To run organizations smoothly, effectively and efficiently, the most valuable and indispensable factor organizations need is human resource (Mosadeghrad, 2003). Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's; an affective reaction to one's job; and an attitude towards one's job (Kumari & Pandey, 2011). Job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels.

According to Ivancevich & Matteson (2002), job satisfaction is defined as “an attitude people have about their jobs. It results from their perception of their jobs and the degree to which there is a good fit between individual and organization”.

Hassard et al. (2015) highlighted that if organizations want to promote job satisfaction, they should strive to meet employee's basic needs before proceeding to higher order needs.

Numerous studies conducted have reported that the level of job satisfaction of employees correlates to their level of commitment and it has impacts on the turnover intention of employees. Low levels of satisfaction results in decreased organizational commitment, which has an influence on turnover intention (Currivan, 1999; Eslami & Gharakhani, 2012). Research into job satisfaction and organizational commitment has found job satisfaction to be an antecedent of organizational commitment (Currivan, 1999). To remain competitive in the face of these pressures, employee commitment is essential.

Commitment in the workplace has the potential to influence organizational effectiveness and efficiency (Meyer & Herscovitch, 2001). Allen and Meyer developed the three-component model

of organizational commitment comprising of three dimensions of commitment namely; affective commitment, continuance commitment and normative commitment.

The gap that this research tried to address is that the factors that really have an effect on employees' job satisfaction and commitment still remained unanswered at the lodging property called Capital Hotel and spa as the turnover rate was very high and many employees were leaving the organization. Thus, in an organization that has destined the great importance of employee job satisfaction and commitment, it will subsequently analyze the factors that influence them. Specifically, the research will try to explore the factors that influence employee job satisfaction and commitment with their jobs and organization at the lodging property called Capital Hotel and spa which is a 5-star local brand hotel found in Addis Ababa, Ethiopia.

1.2 Background of the Organization

Capital Hotel and Spa is an international 5-Star hotel with a local brand which was established in July 2013. The hotel, located at the heart of the city is accessible from all corners of Addis Ababa. It has 114 spacious rooms, to accommodate customers from all part of the world. The Establishment has a 12-story building and also an extension building which has five stories, excluding the mezzanine and two basements. It tags the theme of a conference resort featuring facilities that meet the requirements of international travelers and residents of the city wishing to spend time with friends, business partners and/or family.

Moreover, the hotel involves in a lot of environmental movements and recognized internationally as a Safe Hotel and got its safe hotel's certificate putting into considerations that the hotel is involved in movements of preserving the environment, green capital city, etc.

Recently, within the past two years, many international hotels in Addis Ababa have emerged and Capital hotel has been facing stronger competitions service wise and also employee wise. According to the HR report made in October, 2019, the number of employees that left in that whole specific year was 43, and the average number of employees that were on the payroll was 354 so the turnover rate was 12.1. The Average turnover rate for all employment is 3.5, while for the hospitality industry is a bit higher which is 6.1 (Kimberly Leonard, Feb 04, 2019). This means that the hotel's turnover rate is high. The relationship between job satisfaction and turnover intention has long been established. Numerous studies have reported a significant negative correlation

between job satisfaction and turnover intention (Martin & Roodt, 2008; Randhawa, 2007). This shows that the higher the levels of job satisfaction the lower the intention to abandon the employee-organizational relationship (Martin & Roodt, 2008; Randhawa, 2007).

Research into job satisfaction and organizational commitment has found job satisfaction to be an antecedent of organizational commitment and organizational commitment as a predictor of turnover intention and actual turnover (Currivan, 1999).

1.3 Problem Statement

One of the main roles of Human Resources (HR) departments is to ensure that employees are sufficiently satisfied with their jobs and are committed to their jobs and the organization. Satisfied employees are thought to be more productive and on the other hand, dissatisfied employees are thought to be less productive, more prone to absenteeism and turnover (Spector, 1997) as cited in (Mosammod and Nurul, 2011). So, HR departments need to measure employee job satisfaction and commitment and examine these variables. With this insight, the study aims to look in to the extent to which employees are satisfied and committed and also which factors of employee satisfaction have more influence over commitment in the case of Capital hotel and Spa Addis Ababa.

Today the hospitality sector of Ethiopia is in stiff competition. The presences of a number of international organizations in Addis Ababa such as the African Union (AU) and the Economic Commission for Africa (ECA) have even more increased the demand for hotels (Ebisa Gubena & Andualem Gobena,, 2013). In addition, employees' satisfaction and commitment should be measured to avoid employees' turnover, to attract and retain competent employees, and avoid dissatisfaction (Kutilek, 2000).

Managing human resources effectively and efficiently plays a critical role in ensuring that a satisfied, motivated and committed work force delivers quality services. It also plays an important role in increasing staff performance and productivity, enhancing an organization's competitive advantage, and contributing directly to organizational goals. Understanding the factors influencing employee' job satisfaction and commitment, and its proper handling or managing is one of the vital tasks of management. The management of the organization has to work to maintain the stability of workers to achieve the established objectives of the organization.

The management of the organization did not work on job satisfaction and commitment of workers to achieve the established objectives of the organization. As per the researcher's physical observation made before conducting this study, high staff turnover indicates the existence of the problem; and factors that influence job satisfaction and commitment is unclear in Capital hotel and spa. A very challenging issue in the hotel is the decline in professional workers and rising turnover. The organization has failed to attract and retain high quality professional staffs.

According to (Ali & Baloch, 2008) there are some factors that contribute on the intention to leave. Some of these facets are dissatisfaction with principal, with pay, colleagues, the working condition, recognition, promotion, and also social status. Since satisfied employees tend to be committed, on the other hand, dissatisfied employees show absenteeism, soldiering (deliberately working at slow pace), turn over (Mosammod and Nurul,2011), to ensure proper utilization of human resource available in the organization, this research has been conducted to study the factors and their relative importance for shaping job satisfaction of employees and their commitment.

1.4 Research Questions

In line with the above problem statement, the intened questions to be answered by the researcher as as follows:

- ✚ What are the factors that affect job satisfaction and commitment?
- ✚ Which commitment type is more influenced by each specific factors affecting Job satisfaction?
- ✚ What are the possible areas that need improvement in enhancing employees' job satisfaction and commitment?
- ✚ What kind of work environment motivates and creates a satsified and committed employee?

1.5 Objectives of the study

1.5.1 General Objective

To assess the factors that directly affect Job satisfaction and commitment.

1.5.2 Specific Objective

- 1- To assess factors that directly affect Job satisfaction and commitment.
- 2- To assess relationships between Job Satisfaction and commitment.
- 3- To assess the level of influences of each factor on employee commitment both to the job and the organization.
- 4- To measure the extent to which employees are satisfied with their work environment.

1.6 Significance of the study (Benefits and Beneficiaries)

Employees' attitude towards these factors and ways to improve employees' attitude towards these factors should be known for the success of the organization.

The study will inform managers so that they have better understanding about which factors affect the job satisfaction and commitment of employees and to what extent.

Furthermore, the study will enable managers to improve work place treatment and practices to increase employee's job satisfaction and commitment to provide the basis for which management and policy makers of the hotel to establish policies that enhance the job satisfaction and commitment of its employees.

This will have a positive effect, according to the findings of this study, on key employee attitudes, which appear to be related to a greater or a lesser extent, in the pertinent literature, to organizational performance outcomes including, productivity, turnover and absenteeism.

1.7 Scope of the Study

The study population includes the 347 Capital Hotel and spa's staff members based in Addis Ababa, Ethiopia. Therefore, the study will be confined to the responses of the local employees of the hotel due to ease of accessibility. In addition, the study is limited to examining employee feelings, not taking into account their personal characteristics, which may be important.

1.8 Research Limitations

The time frame of the data collection was from April 15 to May 2nd, 2020 and hence the study results do not reflect before and after the specified time frame. The researcher was believing that employees come and go looking for better salary and comfortable working environment; moreover, because of the dynamic change of the working conditions, it is very difficult to get well experienced employees for a long period of time in the same place and the findings of this would have paramount importance if these type of employees were found and included.

Due to the outbreak of covid-19 worldwide, data collection was very hard. This situation also forced the research design to be only quantitative instead of using a mixed approach because conducting the interviews was restrained from happening.

1.9 Organization of the Paper

The research report has five chapters. The first chapter consists of background, definition of terms, statement of the problem, research questions, objectives; significance; scope and limitation of the study. The second chapter is devoted to review of related literatures. The third chapter is concerned with research design, population and sampling techniques, and sources of data, instrument and procedures of data collection, pilot testing, methods of data analysis and ethical considerations. The fourth chapter focuses on demographic variables of the respondents, data analysis and interpretation. The final fifth chapter consists of summary of the major findings, conclusions and recommendations.

CHAPTER TWO

REALTED LITERATURE REVIEW

Literature review is secondary written information that could have relevance to the topic of interest in that particular study. This will give relevant studied information about the subject matter of the study. Therefore this chapter gives the concepts of job satisfaction, the factors that affect job satisfaction, relationship between job satisfaction and organizational commitment and the theoretical framework and hypothesis of the study

2.1 Concept of Job Satisfaction

There is an immense amount of literature on employee job satisfaction, and as a result, there are several definitions. Job satisfaction is one of the most important factors to get optimal work results (Crossman & Zaki, 2013). Job satisfaction is a measure of sustainable human development process within an organization (Carmeli, & Freund, 2014). The theory of Work Adjustment's development model measures 20 dimensions, which explains the needs of specific elements or specific amplifier conditions that are important in creating job satisfaction (Cascio, W.F, 2013).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski,2007).

From the economic perspective, job satisfaction is a unitary concept that can be explained in monetary terms (Bonache, 2005). Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008).

One of the most often cited definitions on job satisfaction is the one given by Spector according to whom job satisfaction has to do with the way how people feel about their job and its various aspects.

2.2 Factors that influence Job Satisfaction

According to (Aydogdu & Asikgil, 2011) the factors that contribute to job satisfaction are: pay, work itself, supervision, promotion possibilities, peer and working conditions.

2.2.1 Opportunities for advancement: This was one of the key determinants of employee work satisfaction in Taormina's (1999) study, and employees who felt they had good opportunities for advancement demonstrated stronger emotional ties to their organizations. And Emotionally engaged people have higher tendencies to be satisfied and loyal (Teresa Litsa, Sep15,2016).

2.2.2 Pay: Wages and salaries are important factors for job satisfaction. Money not only helps personnel attain their basic needs but also instrumental in providing upper-level needs satisfaction (Luthans, 2011). A study of 2000 managers demonstrated that the amount of wages received was very positively related to satisfaction, even with managerial level held constant.

2.2.3 Work Itself: Luthans (2011) described the work itself as "The extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility." and that "The content of the work itself is a major source of job satisfaction".

Research indicates that satisfaction is higher when employees are mentally challenged, provided with opportunities to use their skills, knowledge and abilities within a variety of tasks and functions. (Luthans, 2011 & Lumley et al, 2011).

2.2.4 Supervision: According to Luthans (2011) supervision is "the abilities of the supervisor to provide technical assistance and behavioural support." which is a determinant of job satisfaction. According to Robbins (1993) as cited in Lumley et al. (2011) "satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees' opinions and shows personal interest in them".

According to Luthans (2011) "there are two dimensions of supervisory styles that affect job satisfaction. One is employee-centeredness, which is measured by the degree to which a supervisor takes a personal interest and cares about the employee the other dimension is participation or influence." **Promotion Possibilities:** Promotion possibilities involve the availability of advancement opportunities. If people think that they will not have much promotion

possibilities, they may be affected adversely. The most well-known study on the subject was done by Sirato who found a negative relationship between measures of promotional frustration and measures of attitudes toward the company (Feldmann and Arnold, 1985).

2.2.5 Peers: Luthan (2011) described co-workers as the “degree to which fellow workers are technically proficient and socially supportive”. Research has shown that friendly, cooperative and proficient co-workers are modest sources of job satisfaction for individuals. Additionally, jobs that required interdependence between co-workers will have higher satisfaction (Luthans, 2011)

2.2.6 Working Conditions: Providing good physical working conditions (e.g. cleanliness of the working place, lightening, adequate tools and equipment) enables employees to carry out their jobs easily, comfortably and efficiently. Working conditions such as flexible time, job sharing and shorter workweeks are quite valued by employees because they can facilitate valued off the **job** activities such as persuing hobbies (Feldmann and Arnold, 1985).

Several researchers have made the case that job satisfaction is a predictor of employee commitment (Porter, Steers, Mowdy, & Boulian,1974; Price,1977; Rose,1991).

2.3 Concept of Commitment

The concept of commitment has attracted considerable interest in an attempt to understand and clarify the intensity and stability of an employee’s dedication to the organization (Lumley 2010). Employee commitment can take different forms. According to Brown Wainwright (Jan 3, 2020). The below are some definitions of commitment in different contexts:

- I. Connection to goal:** - Being bound to a goal or the determination in respect of a goal, regardless of the origin of the goal. Believing in a goal and wanting to achieve it also reflects a certain degree of commitment.
- II. Connection to an Organization:** - A psychological state that binds and individual to the organization. As a result, employees are more loyal to and organization and less likely to leave it.
- III. Connection to a job:** - The probability that someone continues to work in that job and feels psychologically bound to it regardless of whether it fulfilling or not.

“Three component model of commitment” John Meyer and Natalie Allen(1991), discuss commitment in great detail in their insightful research about its three distinct types as Affective, Normative and Continuance Commitment.

Affective commitment is one specific form of employee commitment, which has been considered the most beneficial in enhancing organizational effectiveness. Employees’ affective commitment, their emotional bond to their organization has been treated as an important determinant of dedication and loyalty. Employees with high affective commitment are having a sense of belonging and identification with that increase their engagement in the organization’s activities, their willingness to pursue the organization’s goals and their desire to stay with the organization (Allen et al., 1997).

Normative commitment explains employee’s sense of obligation towards the organization. Employees remain with the organization because they feel they ought to be usually accompanied with high levels of normative commitment. Socialization and exchange have a vital role in the development of normative commitment. According to Wiener (1982), normative commitment develops from normative beliefs. The center of the relationships can be concluded as the beliefs and instrumental beliefs concerning organization-related behaviors results in employee commitment and instrumental motivation, respectively. Following these studies, the outcome of the normative commitment process is that employees’ incorporate a belief that it is appropriate to be fully committed to their organization.

Continuance commitment relates to an employee’s evaluation of comparing the costs of leaving the organization and the costs of staying. It may also disrupt the social relationships the employees have built in the previous organization and increase the psychological cost of making new friends and learning to get along with new working colleagues if employees move to another organization (Allen et al., 1997). Consequently, it is summarized that if the available alternative job in the environment is fewer, the employees will show greater continuance commitment to their current employer.

2.4 Antecedents of Commitment

Research on the antecedents of organizational commitment divide antecedents into two factors namely; personal characteristics and situational attributes. Personal characteristics are individually determined including age, tenure in the organization, level of education and gender of employees.

Whereas situational attributes are variables that are mediated by organizational policies, structures and practices (Kassahun, 2005).

1) AGE

Age is one of the most common personal characteristics researched in order to determine its effect on commitment. Numerous studies as cited in Kasshun (2005) have found that there is a positive relationship between employee's age and levels of commitment. Mathieu and Zajac (1990) conducted a meta-analysis and found that there is a medium positive correlation and that the relationship was typically attributed to limited alternative opportunities and higher cost involved in leaving an organization as age increase. (Mathieu & Zajac, 1990). Furthermore, Meyer and Allen (as cited in Mathieu & Zajac, 1990) suggested that "older workers become more attitudinally committed to an organization for a variety of reasons, including greater satisfaction with their jobs, having received better positions, and having "cognitively justified" their remaining in an organization."

2) TENURE

Research conducted by Meyer and Allen (as cited in Kassahun, 2005) on the effect of tenure in an organization and commitment have found that entry level and senior management levels of employees showed greater commitment than middle management. Research concluded that numerous factors could impact on commitment levels. Some theories that employees in senior management levels have remained within the organization long enough to be competent and confident in their positions additionally, the length of service has an influence in an employee identifying with the organization (Kasshun, 2005). Another contributing factor for senior management may be the cost associated with leaving the organization. Financially it may make more sense to remain than to seek alternative employment. Mathieu and Zajac (1990) concluded that the longer employees remain within an organization the greater the side-bets. Employees only starting in an organization are expecting to be committed to the organization they joined which result in higher levels of commitment.

3) LEVELS OF EDUCATION

Mathieu and Zajac (1990) conducted a meta-analysis on the relationship between levels of education and commitment and found a small negative relationship between the two. Mowday et

al (1982) as cited in Mathieu and Zajac (1990, p 177) concluded that “this inverse relationship may result from the fact that more educated individuals have higher expectations that the organization may be unable to meet” Mathieu and Zajac (1990) argued that the more educated a employees is the more alternative employment opportunities may be available and as such don’t have high commitment towards the organization.

4) GENDER

Earlier research conducted on the effect of gender and commitment found that women tended to be more committed and it was deduced that this was due to the fact that they were entering organizations which previously were male dominated and as such woman had to work harder and have more to prove and in such felt more committed to the organization. Contrary to previous research Mathieu & Zajac (1990) found in their meta-analysis research that recent studies in general have not shown a consistent relationship between gender and organizational commitment.

2.5 Relationship between Job Satisfaction and Organizational Commitment

There are numerous investigations that have studied the relationship between organizational commitment and job satisfaction (Currivan, 1999). Some researchers have admitted that organizational commitment may be an independent variable with job satisfaction as an outcome (Bateman and Strasser, 1984; Vandenberg and Lance, 1992). According to Bateman and Strasser (1984) organizational commitment has an effect on job satisfaction, which in turn will affect the turnover intention. These research studies argue that the managers who are highly committed to the organizations may experience higher levels of job satisfaction (Lau and Chong, 2002).

Rosin and Korabik (1991), using Canadian woman managers as their samples, reported that woman who felt that their expectations had not been met, who described their job as limited in leadership, responsibility, variety, time flexibility and autonomy and who cited office politics and being in a male dominated environment as potential factors in a leave decision, experienced low job satisfaction and organizational commitment and had a greater intention to leave. Besides, it is found that employees’ initial commitment to an organization is determined largely by their individual characteristics and how well their early job experiences match their expectations. Later organizational commitment continues to be influenced by job experiences, with many of the same

factors that lead to job satisfaction also contributing to organizational commitment or lack of commitment (Hellriegel, Slocum and Woodman, 2001).

Commitment is interrelated to satisfaction. Becker et al. (1995) defined organizational commitment in three dimensions; (1) a strong desire to remain as a member of a particular organization, (2) a willingness to exert high levels of efforts on behalf of the organization and (3) a defined belief in and acceptability of the values and goals of the organization. In conclusion the present study expects to know (a) the level of different components of organizational commitment and job satisfaction towards employee in the organization (b) the relationship between the components of organizational and general satisfaction, and (c) different types of demographic variable that may have significant influence on the different components of organizational commitment and job satisfaction. Besides, organizational commitment in relation to job satisfaction has received considerable attention in past research. For instance, Getahun, Sims & Hummer (2008), Lambert (2004), Malhorta and Mukerjee (2004) discovered a positive associated relationship between the two variables.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment. In addition, the work attitudes of job satisfaction and organizational commitment are important in shaping employees' intentions to stay or leave. Both were predicted to have direct effects on turnover intent of correctional employees. Organizational commitment is the bond between the worker and the organization. Employees with high commitment are loyal to the organization, share its values, and identify with the goals of the organization (Mowday, Porter, & Steers, 1982).

2.6 Empirical Review

Numerous research findings have shown that job satisfaction leads to commitment among workers (Vedamanickam, 2001; Samaratunge, 2003; Kanter,2004; McNulty and Ferlie, 2004; George and Jones, 2008). Job satisfaction serves as an intervening variable to the relationship between co-workers' relationship and organizational commitment (Samavi, 2011; Hashmi and Naqvi, 2012).

Job satisfaction is considered as a reason for organizational commitment (Mowday, Porter, & Steers, 1982; Mueller, Boyer, Price, & Iverson, 1994; Williams & Hazer, 1986). The reverse is

also applicable where organizational commitment is a cause to job satisfaction (Vandenberg & Lance, 1992). Finally, when an employee is satisfied with the job the employee becomes more committed to the organization and vice versa. In other words, job satisfaction can be measured and assessed by organizational commitment and vice versa (Porter et al., 1974; Mottaz, 1987; Williams & Anderson, 1991; Vandenberg & Lance, 1992; Knoop, 1995; Young, Worchel & Woehr, 1998; Testa, 2001).

Based on the review of the literature, there is a need for further investigation of this topic therefore, this study was conducted on the hospitality sector in Addis Ababa specifically Capital Hotel and spa. The purpose of this study is to examine the factors that influence job satisfaction and commitment.

Organization's success does not depend only on how it develops workers competencies but also how it develops commitment toward the organization (Beukhof et. al., 1998; Thornhill et. al., 1996). Organizational commitment has been proved to be beneficial for the employees and the organization such as it enhances feeling of belongingness, job security, career advancement, better compensation and more intrinsic rewards (Rowden, 2000). Benefits to the organization can include, increased employee tenure, low turnover rate, low training costs, improved job satisfaction, achievement of organizational goals, and improved quality of product and services (Mowday et. al., 1982).

2.7 Theoretical framework/Model

Based upon the literature review, there is a need to examine which factors affect job satisfaction and commitment of employees working at Capital hotel and spa, Addis Ababa. The conceptual framework below will offer the conceptual foundation to explore the potential factors as well as well as the relationship between the variables.

2.7.1 Dependent variable

Dependent variable consists of Job Satisfaction and Commitment, (Affective, Continuance and Normative Commitment).

2.7.2 Independent variable

Independent variable consists of six variables which are Pay, Opportunities for advancement, Peers, Work itself, Supervision, and Working Condition.

The theoretical framework/model for this study is shown in the figure below.

Independent variables

Dependent variable

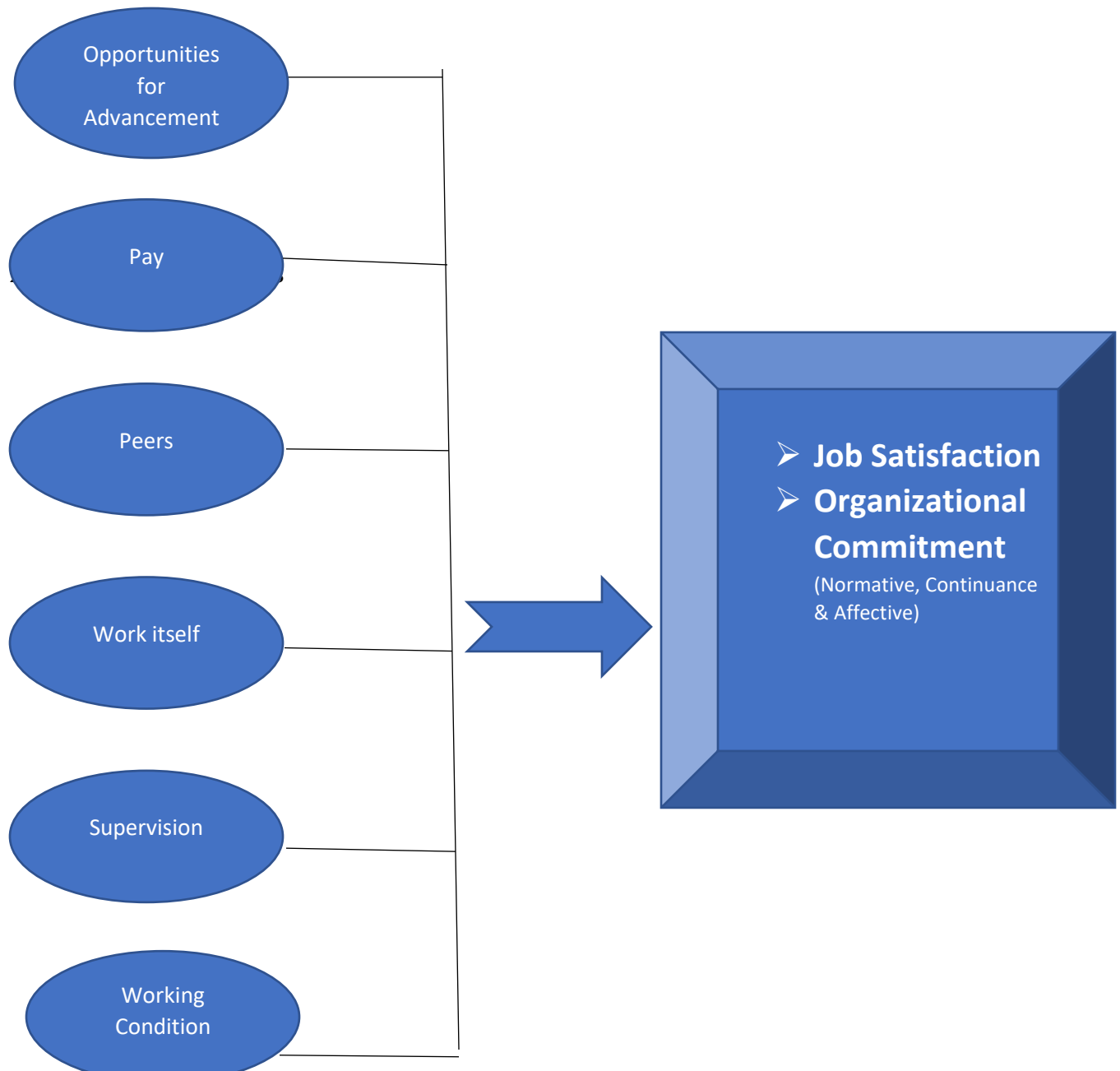


Figure 2.1 : Conceptual Framework of job satisfaction and organizational commitment

2.8 Research Hypothesis

Hypotheses are alternative assumptions to be verified during the study. Following are the hypotheses the researcher developed to be investigated in the study.

H1: There is a significant positive relationship between opportunities for advancement and job satisfaction.

H2: There is a significant positive relationship between pay and job satisfactory.

H3: There is a significant positive relationship between work itself and job satisfaction.

H4: There is a significant positive relationship between supervision and job satisfaction.

H5: There is a significant positive relationship between peers and job satisfaction.

H6: There is a significant positive relationship between working conditions and job satisfaction.

CHAPTER THREE

RESEARCH METHODS

This chapter describes the research methodology and design used for this study. Topics of coverage in this chapter include research design, sampling procedure, measurement of variables and instrument design, data collection method, questionnaire design, pilot test, data analysis and discussion .

3.1 Research Design

Both case study and descriptive research design has been employed because the case study is useful for trying to test theoretical models by using them in real world situations and is also is an in depth study of a particular situation rather than a sweeping statistical survey, while the descriptive one determines the relationship between the dependent and the independent variables and to establish any association between these variables. According to Mugenda & Mugenda (2003), descriptive survey design helps a researcher to gather, summarize, present and interpret information for the purpose of clarification.

3.2 Research Approach

This study has adopted quantitative research approach, because it has been used to quantify attitudes, opinions, behaviors, and other defined variables and it is very helpful to visualize what the data is showing.

3.3 Target Population

The research was carried out in the area of operation of Capital Hotel and spa Addis Ababa. The study population consists of total of 347 employees stationed at the organization. The researcher targeted employees of the hotel which includes Managers, and Line Staff/Non-Managerial staff employees.

3.4 Sampling Technique and Sample size

Stratified random sampling was adopted and conducted because Stratified sampling is a method of sampling from a population which can be partitioned into subpopulations. The hotel is partitioned into 10 departments namely, Front Office, Housekeeping, Food and Beverage Service, Food and Beverage Production, Marketing, Finance, Security, IT, HR, Wellness (mainly gym and spa) and Engineering department. Therefore, this technique will fit this type of organization.

The researcher adopted the survey type of research in which samples from the target population were used for the study. Qualtrics sample size calculator provides a simplified formula to calculate the sample size. The sample was computed based on the following formula:-

$$\begin{aligned} \text{Necessary Sample Size} &= (Z\text{-score})^2 * StdDev*(1-StdDev) / (\text{margin of error})^2 \\ &= (1.645)^2*0.777*(1-0.777)/(0.1)^2 \\ &= 3.29*0.1732/0.01 \\ &= 57 \end{aligned}$$

Maximum tolerable sampling error = 10% (0.1)

Population size = 347

Confidence level =90%

Z-Score for 90% = 1.645

Based on the formula, samples of 57 elements were selected from a targeted population of 347.

3.5 Sources of data

Primary data was used in this study. According to Sekaran (2003), data that is gathered for research from the actual site of occurrence of events are called primary data. For the purpose of this study, questionnaire used as the research instrument and distributed to employees working in Capital Hotel and spa, Addis Ababa, Ethiopia.

3.6 Measurement

To ensure the research is conducted effectively and efficiently, the detail of the procedures of obtaining information is needed in conducting the study in order to solve the problem. The descriptive research method was primarily used to obtain the information need for the purpose of the study. The questionnaire was divided into three sections to study the characteristics of the important variables in identifying the factors that influence job satisfaction and commitment among employees of Capital Hotel and spa!

Section A of the questionnaire is comprised of demographical background of the respondents. It consists of gender, age, educational levels and working experience. Whereas section B and C of the questionnaire are part of the instrument that were aimed to test the variables constructed. Section B of the questionnaires presents items of job satisfaction. Section C seeks to measure the affective, continuance and normative organizational commitment of the respondents.

Table 3.1. Layout of OC and JS Questionnaire

Section		Item
A	Demographic <ul style="list-style-type: none"> ❖ Gender ❖ Age ❖ Marital Status ❖ Educational Level ❖ Service Years ❖ Position 	6
B	Job Satisfaction	22
C	<ul style="list-style-type: none"> ❖ Affective commitment ❖ Continuance commitment ❖ Normative commitment 	23

Source: **1. Allen and Meyer, 1990; 1 measure**

2. Taylor and Bowers, 1972; 1 measure

A total of 2 measures were selected from established sources. These include measures of organizational commitment (Allen and Meyer, 1990; 1 measure) and general job satisfaction (Taylor and Bowers, 1972; 1 measure). In addition, a set of 6 items of demographic information was also included.

Table 3.2 Measurement Items

Variables	Total No of Items	Scales	Sources
Job Satisfaction	22	Five Point Likert Scale(1-5)	Allen and Meyer, (1990)
Commitment (affective, continuance and normative)	23	Five Point Likert Scale(1-5)	Taylor and Bowers, (1972)

Source: 1. Allen and Meyer, 1990; 1 measure

2. Taylor and Bowers, 1972; 1 measure

The 5-point Likert scale with multiple items was used to measure the independent and dependent variables. The respondents were required to choose to what extent she/he agrees or disagrees with each of the statement, with 1 being strongly disagreed and 5 being strongly agreed. The rating scale is shown in the table below.

Table 3.3 Measurements Rating Scale

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

3.7 Data Analysis

The most important aspect of research is the analysis of the data, which implies examining, categorizing or recommending the evidence (Yin,1994) Yin categorizes ways to do so in two general strategies. The first strategy is to rely on the theoretical proposition and analyze the data according to the research questions and a frame of reference driven from the literature. The second strategy implies that a researcher develops a case description and descriptive framework in order to present the data. In this research, the information that has been gathered from the primary

sources, key informant and observation were aggregated according to research components, which were interpretation and discussion of the findings conducted according to the theories and the literature review material.

In this study, data was collected using a structured questionnaire which consists of 45 questions. The data analysis is supported by using software called Statistical Package for Social Science (SPSS), version 25. After the collection of the completed copies of the questionnaires, they were transcribed, refined, summarized, and described qualitatively. And data obtained quantitatively were also refined, tabulated and statistically analyzed using frequency, percentag, means, correlation analysis, and multiple regression analysis. Finally, the findings obtained through the use of these instruments were discussed and concluded. Recommendations were given on the basis of the conclusions that were drawn.

3.8 Validity and Reliability Check

Validity is the degree to which a measure accurately represents what it is supposed to do. It is concerned with how well the concept is defined by the measure(s). Therefore this study tried to addresses validity through the review of literature and adapting instruments used in previous researches. To achieve the validity in the instrument of data collection, the instrument which is prepared in English language is checked by the advisor in order to comment the extent to which the items are appropriate in securing relevant information to the research.

From the questionnaires, a few procedures were done such as checking the data for accuracy and reliability. Besides that the questions were being coded to enable for analysis using Statistical Packages for the Social Science (SPSS).

This was followed by the examination and presentation of demographic profile of respondents using Descriptive Statistic. According to Zikmund (2010), descriptive analysis refers to the transformation of the raw data into a form that will make them easy to understand and interpret.

Secondly, the Cronbach Alpha testing was used as it is the most well accepted reliability test tools applied by social researchers (Sekaran, 2003).

Third, in order to determine whether there are significant relationships among the independent variable and dependent variables, Pearson Correlation Coefficient analysis will be carried out. The

scale model suggested in Sekaran, 2003 was used to describe the relationship between the independent variable and the dependent variables, are as shown below:

- ❖ 0.7 and above – very strong relationship
- ❖ 0.50 to 0.69 – strong relationship
- ❖ 0.30 to 0.49 – moderate relationship
- ❖ 0.10 to 0.29 – low relationships and
- ❖ 0.09 and below – very low relationship

Table.3.4 Independent and Dependent Variables

Dependent Variables	Independent Variables
Job Satisfaction	Pay, Opportunities for advancement, Peers, Work itself, Supervision, Working Condition
Employee Commitment (Affective, Continuance and Normative Commitment)	

Source: My Own Survey, 2020

Finally, Multiple Regression Analysis was conducted to examine the relationship between the aforementioned variables. The basic objective of using regression equation on this study is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

The multiple regression models of this study will have six independent variables and the model explained as follows:

Dependent Variable: Job Satisfaction and Commitment(Y)

Independent Variables: Pay (x1), opportunities for advancement (x2), work itself (x3), supervision(x4), Peers (X5) and Working Condition (x6)

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + E$$

Where y=dependent variable, x1, x2,x3,x4,x5,x6 =independent variables,

β_0 is the intercept term it gives the mean or average effect on Y of all the variables,

E is an error term.

3.9 Pilot Study

It was important to conduct a pilot study in order to examine not only the research instruments but also the data collection procedures. The aim of the try-out was to assess the quality of the instrument so that it might be revised and improved before using it with the actual subjects of the research.

For this purpose 20 respondents were selected and the respondents were given the questionnaires. The testing was conducted to check the consistency of all related factors in the study based on Cronbach's alpha value 0.901.

Table 3.5 Reliability Statistics for each Variable

S.No	Variable	Cronbach's Alpha	No of Items
1	Opportunities for advancement	0.956	3
2	Pay	0.835	3
3	Work itself	0.878	4
4	Supervision	0.903	4
5	Peers/Colleagues	0.922	3
6	Working Condition	0.914	4

Source: My Own Survey, 2020

In Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency reliability.

- ❖ Reliability less than 0.6 considered poor
- ❖ Reliability in the range 0.7 is considered to be acceptable
- ❖ Reliability more than 0.8 are considered to be good

3.10 Ethical Considerations

Ethical consideration plays an important role during data collection time. Researcher was aware of this and followed the ethical processes related to the studies. Furthermore, the first page of the questionnaire displays an opening introductory note that requests the respondents' cooperation to

provide required information for the study. They were assured that the information they provide was kept confidential. All potential study participants were informed about the procedure that was used in the study and the researcher explained the objectives and significance of the study to the respondents and they provided their responses voluntarily.

The researcher acted responsibly according to ethical standards to ensure that the information gathered was not brought to disrepute. All respondents had a right to privacy, to safety, to know the true purpose of the research, to obtain research results and to abstain from answering questions.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

This chapter describes the results of the data analysis. The Statistical Package for Social Sciences Version 25 was used to explore the data. The first part of this chapter touched on the profile of the respondents. Subsequently, reliability analysis, and descriptive analysis were used to assess the goodness of the measures. Finally, the hypotheses were tested; using correlation and regression analysis and the implications were discussed briefly.

4.1 General Information

All of the employees responded to the survey questions, which made up a response rate of 100%. To achieve this response rate at a crucial time like this, half of the questionnaires were distributed with a hard copy and collected and the other half (an online questionnaire) was sent via the employees online accounts such as Messenger, Telegram, Email, etc. for them to tick their responses and submit the answers. The general information in this study was made up of gender, age, marital status, level of education, years of service in the organization, and the position of the respondents. This information was sought in order to ascertain the respondents' demographic characteristics.

4.1.1 Gender of Respondents

This research question sought to find out the gender distribution of the various respondents in the organization. The results showed that 47% of the respondents were male and 53% of the respondents were female. The findings to the question are presented in the below Figure.

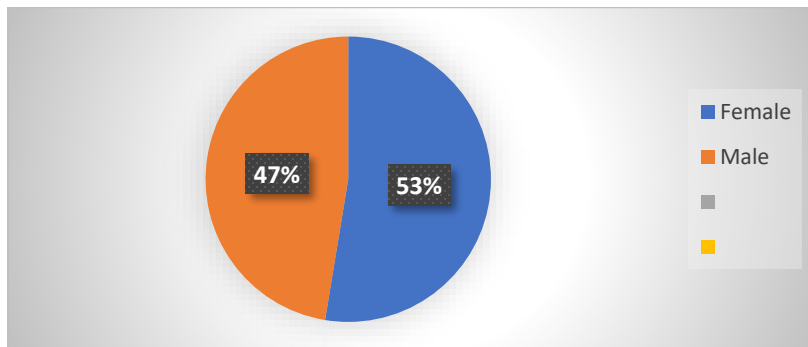


Figure 4.1 Gender of Respondents

4.1.2 Age of Respondents

This question was useful in order for the researcher to determine if there was any level of inconsistency in data stated by the respondents. Out of the 57 people involved in the study, the findings show that 28% of the respondents were between 18–25 years of age, , 60% were between 26-37 years, 9% were between 38-47 and 3% were above 47 years of age. The results of the findings are presented in the below Figure.

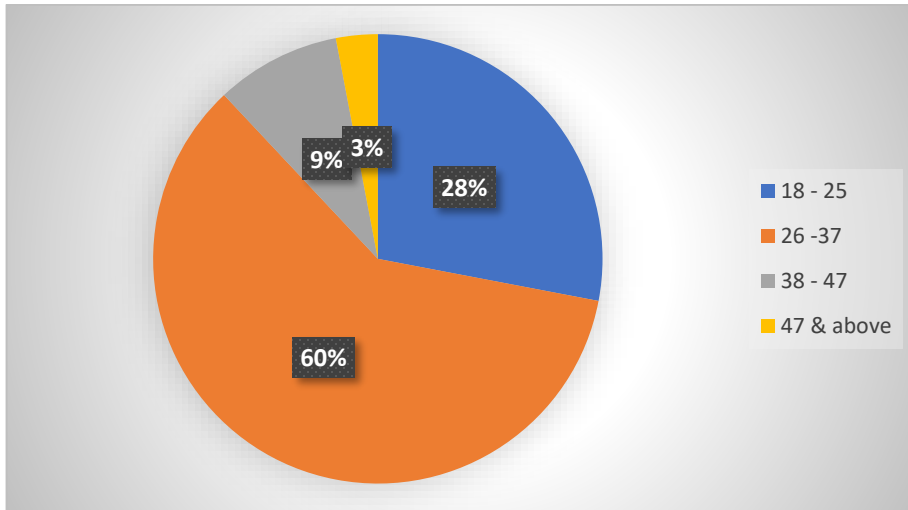


Figure 4.2 Age of respondents

4.1.3 Marital Status

This question sought to find out the marital statuses of the employees/respondents. Their responses show that 71% were Single, 25% were married, 3% were Divorced and 1% was a Widower.

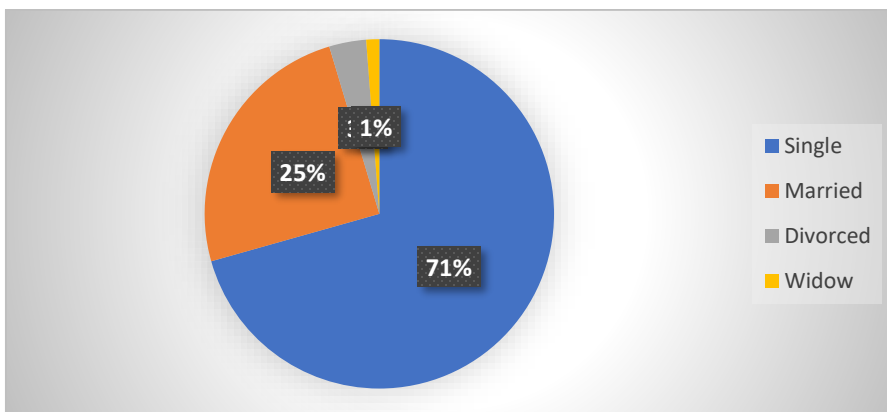


Figure 4.3 Marital Status

4.1.4 Level of Education

This question sought to find out the level of education attained by the respondents in the organization. The findings showed that 30% of the respondents were diploma holders, 63% were degree holders and 7% were Masters holders. The findings are presented in Figure 4.4.

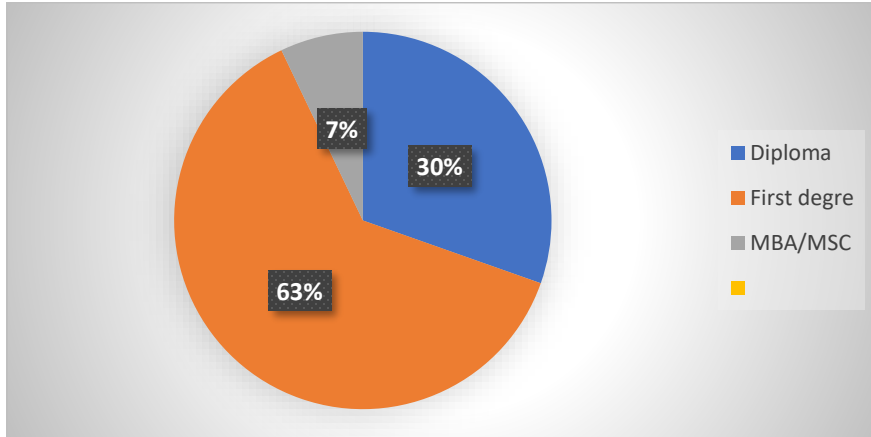


Figure 4.4 Education Level

4.1.5 Years of Service

This question sought to find out the number of years the various respondents had served in the organization. The results obtained showed that 5% of the employees had served in the organization between less than 6 months, 9% had served between 6 months -1 year, 26% had served between 1-2 years, 39 % had served between 3-5 years and 21% had served in the organization for more than 5 years. The Findings are presented in Figure 4.5

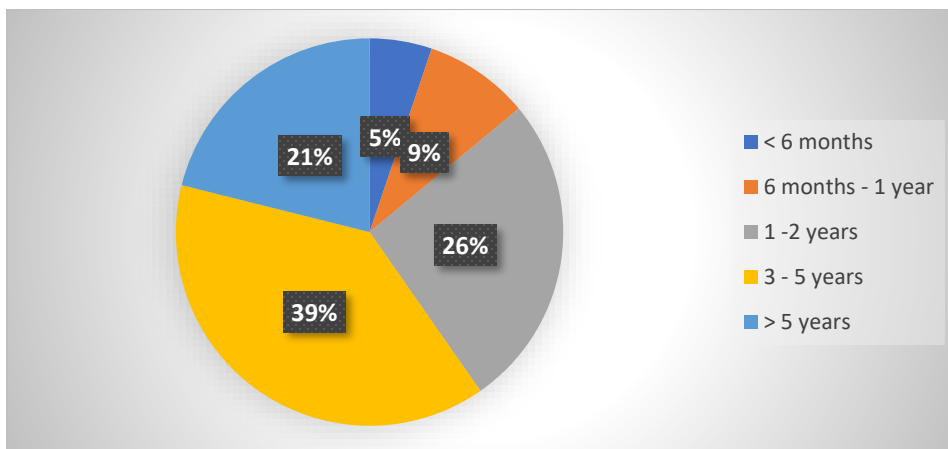


Figure 4.5 Years of Service

4.1.6 Job category of the respondents in the organizational structure.

This question is included to figure the levels of the respondents position in the organizational structure. The findings show that 72% were non-managerial staff and 28% were line staffs on a managerial level.

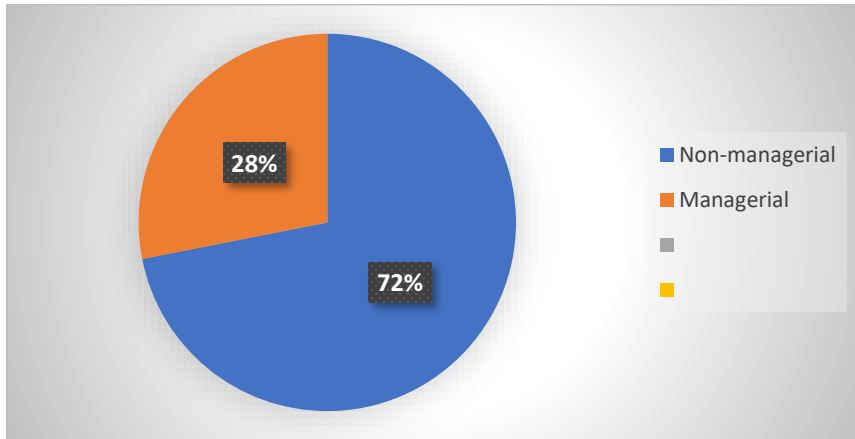


Figure 4.6 Years of Service

Table 4.1 Overall demographic information

Item		Frequency	Percent
Gender	Male	27	47.4
	Female	30	52.6
	Total	57	100
Age	18-25	16	28.1
	26-37	34	59.6
	38-47	5	8.8
	47 and above	2	3.5
	Total	57	100
Marital Status	Single	40	70.2
	Married	14	24.6
	Divorced	2	3.4
	Widow	1	1.7
	Total	57	100

Educational Level	Diploma	18	30.4
	First Degree	35	62.5
	MBA/MSc	4	7.1
	Total	57	100
Service Years	< 6 months	3	5.2
	6 months -1 year	5	8.8
	1 – 2 years	15	26.3
	3 -5 years	22	38.6
	>5 years	12	21.1
	Total	57	100
Position	Non-managerial	41	71.9
	Managerial	16	28.1
	Total	57	100

Source: Own Survey, 2020

4.2 Analysis of Collected data

4.2.1 Descriptive Analysis

In this section, the collected data was entered and reported using SPSS 25. The mean value of each satisfaction factor with respect to respondents' category is analyzed and presented.

Table: 4.2 Mean Distribution of Variables.

Variables	N	Mean	Std Deviation
Pay	57	2.7602	1.2633
Opportunities for advancement	57	2.7895	1.3479
Work itself	57	3.3509	1.0305
Supervision	57	3.0316	1.1636
Peers	57	3.7602	0.9117
Working Conditions	57	3.5219	0.9902
Affective Commitment	57	3.1153	1.0514
Continuance Commitment	57	3.1521	1.1192

Normative Commitment	57	3.0050	1.0233
Job Satisfaction	57	3.2024	1.0528
Commitment	57	3.0908	0.9991
Valid N(list wise)	57		

Source: Own Survey, 2020

The above table shows the means and standard deviations of factors such as pay, opportunities for advancement, work itself, supervision, peers and working condition and also their means and standard deviation of affective, continuance and normative commitments rated by respondents. Descriptively, the average or mean level of job satisfaction in Capital Hotel and spa was 3.20 (SD = 1.05) on a five-point Likert Scale. This implies that, on the average, the employees of the hotel were not that much satisfied with the overall job. The result from this study shows that there is a high mean result for relationship with peers and colleagues (M=3.76, SD=.991) , Working conditions (M= 3.52, SD=.99), and Work itself (M=3.35, SD=.1.03), moderate for other variables like supervision (M=3.03,SD=1.16), to less mean scoring variables such as Opportunities for advancement (M=2.78 , SD=1.34) and pay (M= 2.76, SD=1.26).

On the other hand, the study also shows that the average or mean level of commitment in the Hotel was 3.09 (SD = 0.99) on a five-point Likert Scale. This also implies that, on the average, the employees of the hotel have not developed one type of commitment yet. The result from this study shows that there are moderately low mean results such as Continuance commitment, (M=3.15, SD=1.11), Affective commitment, (M=3.11 , SD=1.05) and Normative commitment (M= 3.00, SD=1.02).

Finally, from the above table it is observed that the highest mean results were employees' relationship with their peers, the work itself and the working condition of the organization. This implies that the majority of the employees were relatively satisfied by these factors and unsatisfied with rest of the factors. In addition, the majority of the employee showed a moderately low level of the three types of commitments, so it is safe to say that the employees have not developed any commitment yet.

4.2.2 Correlation Analysis

Correlation test is to show the strength of the association between the variables involved. Inter-correlations coefficients (r) were calculated by the means of Pearson's Product Movement. The value of the coefficient (r) ranges from -1 to +1. The value of coefficient of correlation (r) indicates both the strength and direction of the relationship. If $r = -1$ there is perfectly negative correlation between the variables. If $r = 0$ there is no relationship between the variables and if $r = +1$ there is perfectly positive relationship between the variables. For values of r between +1 and 0 or between 0 and -1, the different scholars have proposed different interpretations with slight difference. For this study diction rule given by Bartz (1999) was used. Bartz (1999) described the strength of association among variables as mentioned in Table 4.9 below.

Table 4.3 Interpretation of r value

Value of R	Description
0.8 or higher	Very high
0.6 to 0.8	Strong
0.4 to 0.6	Moderate
0.2 to 0.4	Low
0.2 or lower	Very low
Total	

Source: Bartz (1999)

Table 4.4 The Correlation among dependent and independent variables.

		JS	Commitment	Pay	Opportunities for advancement	Work itself	Supervision	Peers	Working Conditions	AF	CC	NC
Job Satisfaction	N	57	57	57	57	57	57	57	57	57	57	57
	Pearson correlation	1	.988**	.981**	.974**	.973*	.996**	.963**	.983**	.986**	.962*	.987*
	Sig (2 Tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	57	57	57	57	57	57	57	57	57	57	57

Commitment	Pearson correlation	.988 [*]	1	.976 ^{**}	.949 ^{**}	.955 [*]	.991 ^{**}	.946 ^{**}	.984 ^{**}	.995 ^{**}	.987 [*]	.986 [*]
	Sig (2 Tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
Pay	N	57	57	57	57	57	57	57	57	57	57	57
	Pearson correlation	.981 [*]	.976 ^{**}	1	.978 ^{**}	.921 [*]	.982 ^{**}	.907 ^{**}	.943 ^{**}	.971 ^{**}	.950 [*]	.976 [*]
	Sig (2 Tailed)	.000	.000	.	.000	.000	.000	.000	.000	.000	.000	.000
Opportunities for advancement	N	57	57	57	57	57	57	57	57	57	57	57
	Pearson correlation	.974 [*]	.949 ^{**}	.978 ^{**}	1	.916 [*]	.966 ^{**}	.904 ^{**}	.924 ^{**}	.951 ^{**}	.909 [*]	.961 [*]
	Sig (2 Tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
Work itself	N	57	57	57	57	57	57	57	57	57	57	57
	Pearson correlation	.973 [*]	.955 ^{**}	.921 ^{**}	.916 ^{**}	1	.959 ^{**}	.967 ^{**}	.974 ^{**}	.954 ^{**}	.929 [*]	.953 [*]
	Sig (2 Tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
Supervision	N	57	57	57	57	57	57	57	57	57	57	57
	Pearson correlation	.993 [*]	.991 ^{**}	.982 ^{**}	.966 ^{**}	.959 ^{**}	1	.937 ^{**}	.977 ^{**}	.985 ^{**}	.973 [*]	.984 [*]
	Sig (2 Tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Peers	N	57	57	57	57	57	57	57	57	57	57	57
	Pearson correlation	.963 [*]	.946 ^{**}	.907 ^{**}	.904 ^{**}	.967 [*]	.937 ^{**}	1	.967 ^{**}	.951 ^{**}	.916 [*]	.941 [*]
	Sig (2 Tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Working Condition	N	57	57	57	57	57	57	57	57	57	57	57
	Pearson correlation	.983 [*]	.984 ^{**}	.943 ^{**}	.924 ^{**}	.974 [*]	.977 ^{**}	.967 ^{**}	1	.979 ^{**}	.969 [*]	.971 [*]
	Sig (2 Tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Affective Commitment	N	57	57	57	57	57	57	57	57	57	57	57
	Pearson correlation	.986 [*]	.995 ^{**}	.971 ^{**}	.951 ^{**}	.954 [*]	.985 ^{**}	.951 ^{**}	.979 ^{**}	1	.975 [*]	.978 [*]
	Sig (2 Tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	57	57	57	57	57	57	57	57	57	57	57

Continuance	Pearson correlation	.962 [*]	.987 ^{**}	.950 ^{**}	.909 ^{**}	.929 [*]	.973 ^{**}	.916 ^{**}	.969 ^{**}	.975 ^{**}	1	.952 [*]
Commitment	Sig (2 Tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
Normative	N	57	57	57	57	57	57	57	57	57	57	57
Commitment	Pearson correlation	.987 [*]	.986 ^{**}	.976 ^{**}	.961 ^{**}	.953 [*]	.984 ^{**}	.941 ^{**}	.971 ^{**}	.978 ^{**}	.952 [*]	1
	Sig (2 Tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.

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

A very high and significant correlation (where $r > .9$) existed between all of the variables, meaning all the variables (independent variables with dependent variables) have a strong relation and one can predict one variable using the second predictor variable.

The three components of commitment (Affective, Continuance, and Normative) have also been merged into one variable which is Commitment by calculating the total means result of each means of the three components (variables).

4.2.3 Multiple Regression analysis result

Regression analysis was used in order to estimate or predict the impact of independent variable on dependent variables.

Multicollinearity Test: Multi Colinearity occurs when independent variables in the regression model are more highly correlated with each other than with the dependent variable. Tolerance value and Variance inflation factor (VIF) for each independent variable determines multi Colinearity.

Multi Colinearity is a problem and exists when tolerance is below 0.10 and the average VIF is larger than 2.5.

The Colinearity test conducted showed that multi Colinearity was not a problem because tolerance value was not below 0.1 for each independent variable and variance inflation factor for each independent variable was not greater than 2.5.

Multiple regression analysis was applied to find out whether there was statistically significant relation surfaced between Job Satisfaction and Commitment (Affective, Continuance, and Normative) and the six dimension of job satisfaction or not. Moreover, it helped to devise a formula

that shows the relation between the dependent variables (Job Satisfaction and Commitment) and the independent variables (opportunities for advancement, pay, Work Itself, Supervision, peers, and working condition). In short, to estimate or predict the impact of independent variable on dependent variables.

Table 4.5 Multiple Regression Analysis and Model

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	1.000 ^a	1.000	1.000	.02149	0.01	85.726	6	51	.000

a. Predictors: (Constant), Working Condition, Opportunities for advancement, Peer, Work itself, Pay, Supervision

b. Dependent Variable: JS

ANNOVA^b

Model	Sum of squares	Df	Mean square	F	Sig
REGRESSION	62.069	6	10.345	47.672	.B
RESIDUAL	.000	50	.222		
TOTAL	62.069	56			

a. Predictors: (Constant), Pay, Peer, Work itself, Opportunities for advancement, Working Condition, Supervision

b. Dependent Variable: JS

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	90.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF
6	(Constant)	1.665E-15	.000		.	.	.000	.000					
	SUP	.167	.000	.177	.	.	.167	.167	.993	1.000	.017	.009	106.073
	PEER	.167	.000	.139	.	.	.167	.167	.963	1.000	.029	.044	22.815
	OF	.167	.000	.210	.	.	.167	.167	.974	1.000	.040	.037	27.345
	WI	.167	.000	.153	.	.	.167	.167	.973	1.000	.029	.035	28.211
	PAY	.167	.000	.195	.	.	.167	.167	.981	1.000	.027	.019	53.178
	WC	.167	.000	.149	.	.	.167	.167	.983	1.000	.019	.017	58.150

The model analysis includes the independent variable (Pay, Peer, Work itself, Opportunities for advancement, Working Condition, Supervision) and dependent variable (Job Satisfaction). As indicated in the above model summary and ANOVA table, the linear combination of the independent variable was significantly related to the dependent variable, $R=1.000^a$, adjusted R square=1.000, $F=0.000$. An estimated 100% of total variation in the dependent variable, job satisfaction, is jointly explained by the predictors, i.e., pay, peer, work itself, opportunities for advancement, working Condition and Supervision).

4.3 Discussion

The purpose of this discussion is to interpret and describe the significance of my findings in light of what was already known about the research problem being investigated and to explain any new understanding or insights that emerged as a result of my study.

Based on the findings of the study,

H1: There is positive and significant relationship between Opportunities for development and Job Satisfaction.

The $P < 0.05$ and the Value of Beta value .210 which shows that 21.0% variance in employee job satisfaction is due to opportunities for development. Thus opportunities for development has positive and significant relation with job satisfaction. Therefore H1 is supported.

Birhane D.(2017) in his study concluded that opportunities for advancement and promotion has no significant effect on employees job satisfaction while my study says otherwise.

H2: There is a significant positive relationship between job satisfaction and pay.

The $P < 0.05$ and the Value of Beta value .195 which shows that 19.5% variance in employee job satisfaction is due to payment. Thus payment has positive and significant relation with job satisfaction. Therefore H2 is supported.

Suma and Lesha (2013) found a moderate satisfaction with work, supervision and co-workers and less satisfied with pay and promotion. However contrary to this study they only found a positive relationship between work, supervision, coworkers and promotion and organisational commitment and no relationship with pay.

H3: There is a significant positive relationship between job satisfaction and work itself.

The $P < 0.05$ and the Value of Beta value .153 which shows that 15.3% variance in employee job satisfaction is due to work itself. Thus work itself has positive and significant relation with job satisfaction. Therefore H3 is supported.

H4: There is a significant positive relationship between job satisfaction and supervision.

The $P < 0.05$ and the Value of Beta value .177 which shows that 17.7% variance in employee job satisfaction is due to supervision. Thus supervision has positive and significant relation with job satisfaction. Therefore H4 is supported.

H5: There is a significant positive relationship between job satisfaction and peers.

The $P < 0.05$ and the Value of Beta value .139 which shows that 13.9% variance in employee job satisfaction is due to relationship with peers. Thus satisfaction with the relationship with peers do not have a direct and positive impact on job satisfaction. Therefore H5 is not supported.

H6: There is a significant positive relationship between job satisfaction and working conditions.

The $P < 0.05$ and the Value of Beta value .149 which shows that 14.9% variance in employee job satisfaction is due to supervision. Satisfaction with supervision do not have a direct and positive impact on job satisfaction. Therefore H6 is not supported.

In line with the study finding a positive relationship between the two variables Job satisfaction and Commitment, Currivan (1993), Price and Mueller (1981), Mathieu and Farr (1991) and Martin and Roodt (2008) made conclusions on the nature of the relationship between job satisfaction and organisational commitment. The findings of this study, therefore, suggests that the higher the job satisfaction among the hotel's employees, the more committed they would be to the organisation. As the findings of the study showed that employees had below average levels of all the three types of commitment. For human resource practitioners, the implications are that, to improve employees organisational commitment they would first need to improve job satisfaction.

Findings of the study should be consulted while taking into consideration of few limitations. Self-reported measures were used to measure job satisfaction and organizational commitment. Since respondents were only 57 employees, the findings cannot be generalized to all members of the hotel. Future researchers should conduct longitudinal studies to establish the relationship between study variables. It is advisable that representative sample from hotels across the country to be taken to ensuring external validity of the study findings.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of the results and the findings based on the analysis conducted throughout the entire study. Suggestions are also presented in order to guide future researchers examining the factors that influence job satisfaction and commitment among employees working in Capital Hotel and Spa, Addis Ababa. Subsequently the chapter ends with conclusions and some relevant recommendations for both the management, owners of the hotel as well as for future researchers.

5.1 Summary of the Major Findings

The main aim of this study was to investigate the factors that influence employee job satisfaction and commitment. This study attempts to satisfy the following objectives:

- 1- To Assess factors that directly affect Job satisfaction and commitment.
- 2- To assess relationships between Job Satisfaction and commitment.
- 3- To assess the level of influences of each factor on employee commitment both to the job and the organization.
- 4- To measure the extent to which employees are satisfied with their work environment.

The research has addressed that there exist significant and positive relationship between job satisfaction and Opportunities for advancement, pay, work itself and supervision. The positive relationship observed between these factors suggest that the hotel's employees' most important factors are opportunities for advancement to have positive effect on job satisfaction, followed by pay, supervision and work itself.

- The absence of a significant relationship between job satisfaction and relation with peers and working condition variables indicate that even though the hotel's employees are satisfied with the working conditions and relationship they have with their colleagues, it still didn't add up and make them satisfied with the overall job and committed to their organization.

5.2 Conclusions

The findings of my study indicate that the employees working at Capital hotel and spa are affected by the factors of job satisfaction stated in the study namely opportunities for advancement, pay, supervision, and working conditions. According to the responses of the employees in the questionnaires, they seem to be already satisfied with their relationship with peers and the working conditions. Therefore we can learn from this study that if the employees are satisfied with pay, promotional opportunities, supervision, and work itself, they will organizationally commit themselves and also be satisfied with their overall job. In practical terms, the new inputs which are working on factors to increase employees' satisfaction on the four variables specifically(Pay, Opportunities for advancement, Supervision and work itself) will help the organization in the retention of the best talented employees in their respective organization.

5.3 Recommendations

The result suggests that in order to create a working environment that encourages Capital hotel and spa employees' job satisfaction and that also encourages them to stay in their respective jobs by building commitment to their organization, managers and owners of the hotel should start giving fair payment, provide opportunities for advancement and also exercise more empowerment, delegation and more involvement in decision making for the employees. Moreover, supervisors should motivate and encourage employees, and recognize their work. These activities will significantly be of assistance to increase and/or improve the employees' job satisfaction and bring about commitment to those who are currently working in the organization.

Suggestion to future studies

The present study was limited to surveying the factors that influence job satisfaction and commitment of employees of Capital Hotel and spa in Addis Ababa. Hence, it would be beneficial to consider the following suggestions:

- ✚ Future research efforts should focus on obtaining a larger and more representative number of the hotel industry across the country.
- ✚ Given the descriptive nature of the research design, this study cannot yield statements about causation. The observed relationship between the variables have therefore been interpreted rather than established.

5.4 References

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5.5 Appendix: Survey Questionnaire

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA PROGRAM
QUESTIONNAIRE

Dear Respondents,

The purpose of this questionnaire is for the assessment of the factors that influence job satisfaction and commitment of employees in Capital hotel and spa held by a student of Masters of Business Administration in St. Mary's University. The information obtained will help to recommend plausible solutions for the observed problems. To obtain reliable and valid information for the research, your open and genuine response is highly appreciated. **THERE ARE NO RIGHT OR WRONG ANSWERS** and what is required is to show the level of your personal opinion to each item. Besides the confidentiality of the respondent's idea is highly kept and it will only be used for academic purposes so please feel free when you answer the questions.

If you have any questions, please don't hesitate to contact me by the following address:

Mobile: +251 910 499 262

Email: biftualemayehu2@yahoo.com

Thank you for your cooperation!

Best Regards,

Biftu Alemayehu

I. Background Information

Please circle from the alternative that is the most applicable answer to you in respect of each of the following items.

1. Gender
 - Female
 - Male
2. Age
 - 18-25
 - 26-37
 - 38-47
 - 47 & above
3. Marital Status
 - Single
 - Married
 - Divorced
 - Widow
4. Educational Level
 - Diploma graduate
 - First Degree graduate
 - MBA/MSc
 - Other _____
5. How long have you worked in Capital hotel and spa?
 - Less than 6 months
 - 6months -1 year
 - 1 – 2 years
 - 3 – 5 years
 - More than 5 years
6. Which of the following best describes your position here?
 - Non-Managerial Staff
 - Managerial/Line Staff

Part I. Items related to Job satisfaction

Please respond to all Items given below by putting (X) in the appropriate space using the following scales:

1. Strongly disagree 2. Disagree 3. Undecided 4. Agree 5. Strongly Agree

No.	Regarding Opportunities for advancement	1	2	3	4	5
1	All in all. I am satisfied with the fair opportunities for advancement in this organization.					
2	Those who do well on the job have a fair chance of being promoted.					
3	I am offered adequate opportunities for career developments.					
	Regarding Pay					
4	Considering my skills and the education level that I have, I feel I am being paid a fair salary amount for the work that I do.					
5	The periodic salary increment amount is so good.					
6	I feel satisfied with the benefits I receive and the bonus schemes of the company.					
	Regarding Work Itself					
7	I feel my job is highly valuable and meaningful.					
8	I like my job and feel a sense of pride in doing it.					
9	My work is stimulating, challenging and rewarding.					
10	I am encouraged to make decisions and take responsibility at work.					
	Regarding Supervision					
11	All in all. I am satisfied with my immediate supervisor.					
12	My supervisors encourage me and recognize my work.					
13	My supervisors delegate me and put trust on me.					
14	I receive effective and constructive feedback from my supervisors about the work I perform.					
15	The management is transparent and they communicate company news effectively and in a timely manner.					

Regarding Peers						
16	I am satisfied with the relationship I have with my colleagues.					
17	There is a mutual respect and trust between me and my work group.					
18	I feel connected to my coworkers and work is distributed evenly between us.					
Regarding Working Conditions						
19	There is no overload and underload in my current job.					
20	The company's rules and procedures are conducive for work.					
21	My work environment is enjoyable.					
22	All in all. I am satisfied with the working conditions of this organization.					

Part II. Items related to Commitment to the job and the organization.

No.	Employees Affective Commitment level					
1	I would be happy to spend the rest of my career with this organization.					
2	I enjoy discussing my organization with people outside.					
3	I really feel as if this organization's problems are my own.					
4	I do feel like part of family at this organization.					
5	I do feel emotionally attached to this organization.					
6	This organization has a great deal of personal attachment to me.					
7	I have an emotional bond with the organization and I feel a sense of belongingness.					
Employees Continuance Commitment level						
8	I am afraid of what might happen if I quit my job without having another one lined up.					
9	It would be very hard for me to leave this organization right now, even if I wanted to.					

10	Too much in my life would be disrupted if I decided to leave this organization.					
11	Right now, staying with this organization is a matter of necessity as much as desire.					
12	I feel that I have too few opinions to consider leaving this organization.					
13	One of the few serious consequences of leaving this organization would be scarcity of available alternatives.					
14	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice another organization may not match the overall benefit I have here.					
15	I don't believe in jumping from company to company and I have already settled here.					
16	The cost of leaving is higher than staying here and I wouldn't like to start all over again					
	Employees Normative Commitment level					
17	I think people these days move from company to company to often.					
18	I believe that a person must be loyal to her/his organization.					
19	One of the major reasons I continue to work for this organization is that I believe that loyalty is importance & therefore I feel a sense of moral obligation to remain.					
20	If I got another offer for a better job elsewhere I would not feel it was right to leave the organization.					
21	I was taught to believe in the value of remaining loyal to one organization.					
22	If I got another offer for a better job elsewhere, I would not feel it was right to leave the organization. Things were better in the days people stayed with one organization for most of their career.					
23	I have a sense of obligation to stay.					

Part III. Comments and Suggestions

1. In your opinion, if the company was open to change, what would you recommend as additional factors to increase Employees satisfaction?

2. In your opinion, if the company was open to change, what would you recommend as additional factors to increase Employees commitment to the organization?
