

The role of intrinsic job satisfaction factors on employees' organizational commitment (In the case of University of Gondar employees)

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Abstract: Understanding of how teachers become satisfied and committed to their universities, and to what degree various factors contribute to their level of commitment, is really important to boosting up their performance. This study investigates the impacts of intrinsic job satisfaction factors in organizational commitment. The study population was university of Gondar employees. The data was collected with the help of structured questionnaire from 317 academic and administrative employees, the study were used proportional stratified sampling and simple random sampling method as sample design. The independent variable job satisfaction was measured using ten intrinsic variables adapted from Minnesota job satisfaction questionnaires. Meye, Allen and Smith revised Organizational Commitment Scales were used to measure the dependant variable organizational commitment. The Pearson's correlation and Regression were used to analyze the data. The major findings of the study were, intrinsic job satisfaction has significant relationship with Affective, Continuance and Normative commitment. In addition jointly intrinsic job satisfaction factors significantly predict organizational commitments.

Keywords: affective, continuance, intrinsic satisfaction, normative and organizational commitment

INTRODUCTION

In this modern era, where world has become a global village, organizations are considered to be competitive on the basis of competence of their human capital, which gives competitive edge and human resources is one of the resources that work as a pillar for an organization [16]. Now a day's Ethiopia's economy become among the developing economies of the world. For this country public organizations have a great contribution for its developmental progress, which is different from private business enterprise in respect of their organizational objective and mission. Following this economic development the working environment has becoming more competitive. Among different public organizations, university of Gondar one of the public sectors which established on have a mission of dedication to contribute to sustainable economic development of a nation through provision of societal needs tailored education, undertaking problem based researches and rendering relevant community services. To run this kind of organization effectively and efficiently, the most valuable and indispensable factor seems to be human resource [17]. Well-qualified and capable personnel are important in context of achieving goals and objectives of an organization. Moreover, employees play an important role in organizations, they are the greatest resource an organization can have and it is through their involvement and commitment that the

organization can become competitive [1]. Due to their impact on performance and the success of an organization, employees' satisfaction and Organizational commitment have received a lot of attention in workplace studies. Different studies showed that job satisfaction have a significant influence on organizational commitment [2]. In University of Gondar understanding of how employees become satisfied and committed to the university, is really important to boosting up its performance and implement its mission effective and efficiently.

LITERATURE REVIEW

Introduction

Organizational commitment and job satisfaction are job related attitudes that have received considerable attention from researchers around the globe. This is because committed and satisfied employees are normally high performers that contribute towards organizational productivity. The term job satisfaction refers to the general attitude of an individual towards his/her job [15]. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss [3] has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect

(emotion), beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors. Researchers suggested that Job satisfaction can also be defined as either as the overall or general job satisfaction of an employee or as the satisfaction with certain elements of the job such as the work itself, co-workers, supervision ,pay, working conditions, company policies, procedures and opportunities for promotion, which are classified in to extrinsic and intrinsic satisfaction [4]. Based upon these two view points of job satisfaction, it may be measures either as the general or overall satisfaction of an employee with the job or it may be measured as the satisfaction of an employee with the various work facets. For the present study the second view of job satisfaction (satisfaction with certain facets of the job) were adopt.

Intrinsic job satisfaction

Aside from decent pay, economic security, and other extrinsic and tangible rewards of employment, the intrinsic aspects of work are also relevant to the study of job satisfaction. Researchers stated that intrinsic job satisfaction factors are employees' affective reactions to the job, such as their satisfaction with the freedom they have to choose their own methods of working, the recognition that they receive for good work, and the opportunity they have to use their ability. Intrinsic factors may also include perceived respect and responsibility, task variety, and meaningful work [5]. Martinez-Ponz [6] found that intrinsic rewards were more effective in increasing job satisfaction and commitment among teachers than were financial incentives. Other researcher [18] also highlighted the importance of intrinsic rewards when participants rated interesting work, open communications, and opportunities for advancement as the top three things they desire in their jobs. Moreover Stewart [7] suggested that helping to make workers feel independent had large positive effects on both performance and satisfaction outcomes. In general from reviews of literatures when employee feels their work is meaningful and that they are responsible for their outcomes, it leads workers to show higher levels of effort and attention to doing tasks well.

Organizational commitment

Organizational commitment can be defined as the strength of an individual's identification with, and involvement in the organization [8]. Also, Buchanan [14] defines commitment as "a partisan, affective attachment to the goals and values of an organization, to one's role in relation to goals and values of an organization, to one's roles in relation to goals and values, and to the organization for its own sake, a part from its purely instrumental worth.

Form of organizational commitment

Allen Meyer and [19] have been at the fore front of the multidimensional approach to organizational commitment. From the three themes, Meyer and Allen identified the three forms of organizational commitment as affective, continuance, and normative. According to Meyer et al. [20] the three forms of commitment were found to be related, but distinguishable from each other. Moreover, as stated by Bagraim [9], even though there are various multidimensional models of organizational commitment, the three models, which are proposed by Allen and Meyer [10], are widely accepted in organizational research. Such as;-
Affective Commitment: the commitment expressed as the employee's positive emotional add-on to the organization.

Normative Commitment: The employee's commitment for organization success because of feelings of obligation. The employee stays with the organization because he/she "ought to"

Continuance Commitment: The employees commits to the organization because they perceives high costs of losing organizational membership.

Significance of the study

From practical perspective this study result is important to create awareness and direct the intentions of leaders of university of Gondar in particulate and other public sectors administration In general, about the most determinant variables that can influence the organizational commitment level of their employees and also, it provides a lot to those policy makers at regional as well as national levels, to reenact new guidelines, rule and regulations, to solve such problems that affect employee organizational commitment in the public organization

Statements of the problem

In an era of rapid change, knowledge capital must be retained in order for the organization to remain productive and responsive to the needs of its stakeholders [30]. While securing Committed and retaining employees are very important to achieve stability and reduce costly turn over, in competitive world, the biggest problem which the organizations are facing is to retained talented employees [31]. The literature suggests that individuals become committed to organizations for a variety of reasons, including an affective attachment to the values of the organization, a realization of the costs involved with leaving the organization, and a sense of obligation to the organization. One common research finding is that job satisfaction is correlated with life satisfaction. Likewise,

it also is widely accepted that one way to reduce turnover is by strengthening employee commitment to the firm. Negative consequences associated with low levels of job satisfaction include attendance problems, higher rates of turnover, early retirements, lack of active participation in job tasks, and psychological withdrawal from work [11]. Thus it is indispensable to identify the level of job satisfaction, motivating factors and its influence on organizational commitment to retain talented work force in public university. Even if there are various study regarding job satisfaction and commitment, in developing country particularly Ethiopia, still there is lack of studies regarding the role of intrinsic factors of job satisfaction on organizational commitment dimensions. Majority of employees of university of Gondar, especially academic staff's employees have low satisfaction on their job specifically security, recognition, authority, supervisory support and career development and moderate perception on decision making involvement, Hence the turnover intention of employees is moderate [21]. As a result staff's members are not willing to stay with the university. This study therefore, investigated the role of intrinsic job satisfaction factor on organizational commitment dimensions in university of Gondar employees.

Objectives of the study

General object

The general objective of the study is to investigate the role of intrinsic job satisfaction on employees' organizational commitment dimension in university of Gondar.

Specific objectives

The specific objectives of the study were.

- To investigate the relationship between intrinsic job satisfaction and affective, normative and continual organizational commitment.
- To evaluate the role of intrinsic job satisfaction on employees organizational commitment.

Hypothesis

To investigate the impacts of intrinsic job satisfaction on organizational commitment dimensions, the following hypotheses had been are formulated and tested.

- **Hypothesis 1:** There is a strong positive relationship between intrinsic job satisfaction and affective organizational commitments
- **Hypothesis 2:** There is a strong positive relationship between intrinsic job satisfaction and normative organizational commitments
- **Hypothesis 3:** There is a strong positive relationship between intrinsic job satisfaction and continual organizational commitments

- **Hypothesis 4:** An intrinsic job satisfaction has a significantly positive impact on organizational commitment.

RESEARCH METHODOLOGY

The study was concentrated on the effects of intrinsic job satisfaction on organizational commitment dimensions, thus investigated its effect explanatory research methodology were used. The target population of this study was university of Gondar employees. As per information obtained from the Human resource department, there are 1080 academic staff members and 721 administrative totally there are 1801 employees in the university as of Dec, 2012. From 1801 employee's, sample size is determined by using a formula set by yemene. Thus the study sample size was 317. A combination of purposive stratified and simple random sampling techniques are used to select respondents from the sample.

Sources and Types of Data

In order to generate relevant data for this study, both primary and secondary data sources are considered. As this study is basically empirical in nature, primary data has been gathered from both academic and functional staffs of the university. The closed ended questionnaires which are designed on an ordinal scale of measurement basis are used to collect primary data, so that the variables could be ranked to measure the degree of their strength or the agreement or the disagreement of the respondents with the variables and the questionnaire was tested before the actual data collection was made. The secondary data was collected from different publications including the policy manual of the office and others relevant data to this study.

Data Collection Instruments

To investigate the impacts of intrinsic job satisfaction on organizational commitment dimensions, Minnesota Satisfaction Questionnaire (MSQ) were applied, which measures the independent variable (intrinsic job satisfaction). MSQ was developed by Weiss, Dawis, England, and Lofquist in 1967. MSQ measurement has 20 variables which classified under three categories intrinsic satisfaction, extrinsic satisfaction and general satisfaction. While this study concentrated on intrinsic job satisfaction factors. The Allen & Meyer's [25] organizational commitment questioner (OCQ) were used to measure the dependent variable, organizational commitment dimensions which are affective, normative and continual commitment. The responses to each items for independent variables are rated using a 5-point Likert scale labeled as (0 = strongly disagree- 4 = strongly agree), while for dependent variable the measure was developed based on the 7-

point Likert-type scale (0 = strongly disagreed; 6 = strongly agreed).

Data analysis method plan

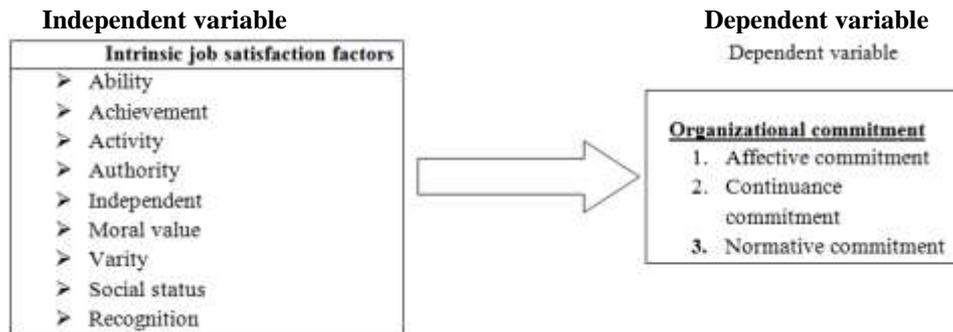
For the purposes of determining whether a statistically significant relationship exists between intrinsic job satisfaction and organizational commitment dimensions, the study was used the Pearson Correlation Coefficient and to determine the impacts of intrinsic

satisfaction on organizational commitment the study were used regression analysis.

RESEARCH MODEL / FRAMEWORK

From literature review, the framework below were incorporated it helps the study to verified the relationship and impacts of intrinsic job satisfaction on organizational commitment.

Conceptual model of the relationship between intrinsic job satisfaction and employee organizational commitment



STUDY RESULT AND DISCUSSION

Study result

Under this section, data collected from the academic and administrative staff employees are presented and the analysis is made based on the information obtained from those functional groups. In this manner, questionnaires were distributed to a total of 317 respondents from current employees of the University among which 269(84.5%) were returned back. Out of 269, 251 were found usable for the study which was 79.2% from the total respondents. 16 questionnaires were discarded due to incompleteness and large number of missing values. The study investigate the relation between intrinsic job satisfaction with affective, normative and continual commitment, in addition it examine the role of intrinsic job satisfaction factors on organizational commitment. So the study tested hypothetically, and reviled the following results.

Hypothesis 1: There is a positive strong relationship between intrinsic job satisfaction factor and affective commitment.

A correlation analysis particularly a Pearson correlation was done between intrinsic job satisfaction and affective commitment to test the hypothesis. In the Table 1 the results showed that affective commitment has a strong positive correlation with intrinsic job satisfaction: (r= 0.778, p <0.01).The Correlation coefficient is > 0; this implied that the affective

commitment and intrinsic job satisfaction change in the same direction. Thus the null hypothesis is accepted.

Hypothesis 2: There is a positive strong relationship between intrinsic job satisfaction factor and normative commitment.

A correlation analysis particularly a Pearson correlation was done between intrinsic job satisfaction and normative commitment to test the hypothesis In the Table1, the results showed that normative commitment has a strong positive correlation with job satisfaction: (r= 0.736, p < 0.01). The Correlation coefficient is > 0; this implied that the continuance commitment and intrinsic job satisfaction change in the same direction. Hence the null hypothesis is accepted.

Hypothesis 3: There is a positive strong relationship between intrinsic job satisfaction and continuances commitment.

A correlation analysis particularly a Pearson correlation was done between intrinsic job satisfaction and continuance commitment to test the hypothesis. In the Table1, the results showed that continual commitment has a strong positive correlation with job satisfaction: (r= 0.733, p< 0.01). The Correlation coefficient is > 0; this implied that the continuance commitment and intrinsic job satisfaction change in the same direction. Thus the null hypothesis is accepted.

Table-1: The correlation between intrinsic job satisfaction and affective, normative and continual organizational dimension

Correlations					
		Intrinsic satisfaction	Affective	continual	Normative
Intrinsic satisfaction	Pearson Correlation	1	.778**	.733**	.736**
	Sig. (2-tailed)		.000	.000	.000
	N	250	250	250	250
Affective	Pearson Correlation	.778**	1	.786**	.721**
	Sig. (2-tailed)	.000		.000	.000
	N	250	251	251	251
Continual	Pearson Correlation	.733**	.786**	1	.732**
	Sig. (2-tailed)	.000	.000		.000
	N	250	251	251	251
Normative	Pearson Correlation	.736**	.721**	.732**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	250	251	251	251
**. Correlation is significant at the 0.01 level (2-tailed).					

Source; research survey 2012

Hypothesis 4: An intrinsic job satisfaction factor has a positive significant effect on organizational commitment.

The result in table 2 showed that intrinsic job satisfaction factors (ability, achievement, activity authority, independent, moral value, social status, recognition and variety) were joint predictors of organizational commitment with (R²= 0.731; p<0.05). The predictor jointly explained 73.1% of the variance of organizational commitment while the remaining 26.9% could be due to the effects of other variables. When we see the independent prediction of the factors, activity, authority, recognition and variety were significantly

independent predictors of organizational commitment with (B =0.230, 0.312, 0.237 and 0.196; P< 0.05) respectively. This indicated that those factors has a positive significant effect on employees commitment, thus activity, authority, recognition and variety induce employees committed to the institution. While, ability, achievement, independent and social status has a positive but insignificant effect on employees organizational commitment with (B=0.058, 0.011, 0.067 and 0.024; p>0.05). In addition moral value has a negative insignificant prediction on employees commitment with (B= -0.075; P>0.05).

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.855 ^a	.731	.720	.71953
a. Predictors: (Constant), verity, moral value, achievement, authority, social status, independent, recognition, activity, ability				

Coefficients						
Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.010	.223		-4.527	.000
	Ability	.080	.071	.058	1.129	.260
	achievement	.015	.061	.011	.244	.808
	Activity	.285	.061	.230	4.644	.000
	authority	.392	.059	.312	6.599	.000
	independent	.090	.060	.067	1.492	.137
	Moral value	-.093	.051	-.075	-1.828	.069
	Social status	.032	.058	.024	.551	.582
	recognition	.269	.054	.237	5.026	.000
	Varity	.231	.049	.196	4.758	.000
a. Dependent Variable: total commitment						

DISCUSSION

The purpose of the study was to investigate the role of intrinsic factors of satisfaction in employees' organizational commitment towards university of Gondar employees, the study hypothesized that there is a significant relationship between intrinsic factors of satisfaction and organizational commitment dimension, besides, posited the impacts of intrinsic factors of satisfaction in organizational commitment. The study result revealed that there is a positive significant relationship between intrinsic satisfaction factors and affective, normative and continual organizational commitment, this indicates increasing intrinsic satisfaction factor will increasing employees commitment to the organization, through high level of positive attachment to the organization as well as feeling of obligation to the organization. Previous literatures and studies find similar results that support this finding. Although Kalleberg and Mastekasa [12] found that previous research on the relationship between job satisfaction and organizational commitment has not shown any consistent and easily reconcilable findings, the majority of research investigating this relationship indicates that there is a significant relationship between satisfaction and commitment [13]. According to the study conducted by Gunlu, Ebru; and Aksarayli [22] on Job satisfaction and Organizational commitment of managers in Turkey, the findings indicate that extrinsic, intrinsic, and general job satisfaction have a significant effect on normative commitment and affective commitment.

The study also investigated the impacts of intrinsic job satisfaction factors on employees' organizational commitment. The study result reveals that intrinsic factors collectively has a significant prediction on organization commitment with ($R^2=$

0.731; $p < 0.05$). The predictor jointly explained 73.1% of the variance of organizational commitment while the remaining 26.9% could be due to the effects of other variables. Even if intrinsic job satisfaction determinants jointly has significant predictions in organizational commitment, when we saw the individual prediction of the factors, some of the variables are positive but insignificant and also one variable, moral value has a negative insignificant prediction on organizational commitment. Thus the university should provide attention to those variables (activity, authority, recognition and variety) has positive and significant prediction on organizational commitment to improve the commitment levels of the employees. Previous literatures and studies find similar results that support this finding. Fenstein & Vondrasek [23] analyzed the effects of job satisfaction on organizational commitment among restaurant employees and the finding provides that satisfaction level would predict their commitment to the organization. While in contrast with other researchers findings, this study finding depict that ability, achievement, independent and social status has a positive but insignificant effect on employees' organizational commitment. Keller K L *et al.* [32] conducts their research among hotel manager and identified some key issue that would increase the commitment level such as high level of equal pay, employers interest in them, co operation and trust between the employees as well as between the other managers in the hotel, and opportunity to engage in social activities. Generally speaking this research consider job satisfaction factors are the incidents for organizational commitment, thus to create committed employees leaders should satisfy the interest of their employees. On the other hand, some researcher has admitted the organization commitment may be an independent variable with job satisfaction as an outcome.

These research studies argue that the employees who are highly committed to the organization may experience higher level of job satisfaction [24]. According to the research of Lau & Chong [24] highly committed employees strive for the organization goal and interest. This attitude will affect the budget emphasis and manager's behavior there for satisfaction is suggested as an outcome rather than an antecedent. Thus this research recommended to other researchers to address which variable is incident which one is the outcome, particularly in Ethiopian public institutions case.

CONCLUSIONS

Intrinsic job satisfaction was found statistically strong relationship with organizational commitment variable such as affective commitment, continuance commitment and normative commitment. Likewise an intrinsic satisfaction determinant collectively was found statistically positive impact on the commitment of employees. Currently our country Ethiopia implementing the second growth and transformation plan (GTP II) to alleviating poverty and creating a country with a middle income economy. University of Gondar playing important role in producing trained and skillful human resource, those will have important role to realize our country plan. As a result the university needs committed employees, who have high level of positive attachment as well as feeling of obligation to the organization. Thus from practical perspective this study will help to direct the attention of the top management of university of Gondar in particular and higher educational institutions of Ethiopia in general to adopt organizational behavior approach which can help their employee's commitment to their organizations especially for government agencies. This in turn will assist to improve job satisfaction and performance and consequently increasing and enhancing productivity and quality service to the customer.

Recommendation

Organizational commitment and job satisfaction are job related attitudes that have received considerable attention from researchers around the globe. This is because committed and satisfied employees are normally high performers that contribute towards organizational productivity. The study revealed that intrinsic factors of job satisfaction have significant impacts on employees' commitments particularly activity, authority, recognition and variety factors. Thus the study recommended that the university leaders should pay attention for those variables as they have significant prediction on commitment. Because understanding of how employees become satisfied and committed to their universities, and to what degree various factors contribute to their level of commitment, is really important to boosting up their performance

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