

INNOVATIONS

A study on the relationship between Job Satisfaction and Organizational Commitment of Academic Staffs (in the case of some selected Public Universities in Ethiopia)

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Abstract

the purpose of the study was to examine the level of job satisfaction and organizational commitment among academic staffs working in public university in Ethiopia. Moreover, the study investigates the relationships between job satisfaction and organizational commitment. 650 samples were selected from 720 sampling frame by using stratified sampling techniques. The collected data was analyzed using Statistical package for Social Sciences version 21.0; mean score value and correlation coefficient analyses were used to analyze the data. Results indicate that a moderate level of job satisfaction and organizational commitment among the academic staffs in the sample university. Furthermore, findings show that Job satisfaction and organizational commitment had a significant and positive relationship.

Keywords: 1.Affective Commitment, 2.Continuanace Commitment, 3.Normative Commitment, 4.Job Satisfaction, 5.public university

1. INTRODUCTION

1.1 . Back ground of the study

According to Porter, Steers, Mowday, & Boulian (1974), organizational commitment is defined as the strength of an individual's association and involvement within a particular organization. Allen and Meyer (1990) describe employee commitment as the psychological state that distinguishes between the employees' desire to remain with an organization and their likelihood to quit. As explained by Markovits et al. (2010) organizational commitment of university academic employees implies their considerable identification and involvement with the university. According to Meyer and Allen (1991) there are three types of organizational commitment namely:

- **Affective Commitment**

Affective commitment is an employee's emotional attachment to, psychological bond (Buchanan, 1974; Prinvale, 2001) with social attachment to (Still, 1983), identification with, and involvement in the organization (Meyer and Allen, 1997). It is an attitudinal orientation towards an organization which links or attaches the identity of the employee to the organization (Sheldon, 1971).

- **Continuous Commitment**

Continuance commitment is the result of economic decisions and rationale motivated by investment of individual resources and anticipation of subsequent rewards (Becker, 1960). The costs of leaving the organization may include time spent in the organization, organization-specific skills, monetary rewards and loss of attractive benefits offered in the organization, giving up seniority-based privileges, disrupting family life or lack of alternative employment opportunities outside the organization (Powell & Meyer, 2004:165).

- **Normative Commitment:**

Normative commitment is based on a moral obligation (Meyer and Allen, 1997) to remain an employee of the organization as a result of the internalization of normative pressures (Gbadamosi et al., 2007), a sense of guilt resulting from thoughts about leaving the organization (Fako et al., 2014), a desire to compensate favours received from the organization (Joolideh and Yeshodhara, 2009), or perceived expectation to reciprocate specific benefits to an organization (Mercurio, 2015).

- **Job satisfaction**

According to Hoppock (1935) job satisfaction is defined as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say that 'I am satisfied with my job'. According to Ucar & Otken (2010), Job satisfaction is defined as a worker's positive or negative attitude toward one's job. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job (Brief & Weiss, 2001), an affective reaction to one's job (Weiss, 2002) and an attitude towards one's job. Employee job satisfaction (EJS) is the feelings and thoughts of employees about their work and place of work. In result, job satisfaction is all about to satisfy the one's needs in working place (Togia et al., 2004).

1.2. Statement of the Problem

Public Universities are operating in a highly competitive environment which requires them retain their employees to get competitive advantage (Ng'ethe JM, 2012). Ethiopian Higher Education Institutions are undergoing expansions in number of universities, number of programs, and level of study (Saint, 2004; Tessema, 2009). Moreover, Ethiopian universities suffer from staff shortage (Girmaw, 2014; Ashcroft, 2010; and Deuren et. al., 2016) .Among other things there are high staff turnover due to lack of job satisfaction (Ibrahim, Rahel & Gemechu, 2017; Hailu et. al., 2013), lack of commitment, lack of motivation, and moonlighting among the staff. Mengistu (2012) has conducted studies on job satisfaction of teachers in Ethiopia indicate that the teachers were significantly dissatisfied with most aspects of their work, specifically salary and benefits emerged as the primary dissatisfying aspect of all the work factors. Getahun, Tefera & Burichew (2016) carried out a research on teacher's job satisfaction and its relationship with organizational commitment in Ethiopia show that there was evidence of positive correlation between teachers' job satisfaction and their organizational commitment. Rao & Gorfie (2017) have carried out studies on the relationship between job satisfaction and organizational commitment of academic staffs in Ethiopian public universities indicate that there is a positive and significant relationship between job satisfaction facets and organizational commitment of academic staffs. Though, job satisfaction levels of academic staffs were low and minimum level of organizational commitment has been indicated in the study. Abebe & Markos (2016) studies on the relationship between job satisfaction and organizational commitment in public higher education institution in Arba Minch University, Ethiopia, indicate that, employees were found to be

most satisfied with their coworkers, nature of the work and communication and least satisfied with pay and promotion and employees have average level of overall job satisfaction. Although there were studies on relationship between organizational commitment and job satisfaction in the world and local context with inconsistency findings, the issue of academic staff members' commitment and job satisfaction have been still one of the pressings but well not properly addressed issues, particularly, in the context of Ethiopian higher education institutions. Thus, the researcher intend to study in filling such a gap through focusing on relationship between organizational commitment and job satisfaction among academic staffs of Ethiopian public university regarding Amhara Regional state.

1.3. Research Questions

1. What is the level of academic staffs' organizational commitment in some selected Ethiopian public universities?
2. What is the overall level of job satisfaction of the academic staffs in some selected Ethiopian public universities?
3. Is there a significant positive relationship between job satisfaction and organizational commitment in academic staffs of some selected Ethiopian public universities?

1.4. RESEARCH OBJECTIVES

1.4.1. General objective

The main objective of the study is to investigate the relationship between organizational commitment and job satisfaction among academic staffs in some selected public universities in Amhara Regional State in Ethiopia.

1.4.2. The specific objectives of the study are

1. To investigate the level of academic staffs' organizational commitment in some selected Ethiopian public universities?
2. To identify the overall level of job satisfaction of the academic staffs in some selected Ethiopian public universities?
3. To explain the relationship between job satisfaction and organizational commitment in academic staffs of some selected Ethiopian public universities.

1.5. Hypotheses of the Study

Abebe & Markos (2016) in their studies on the relationship between job satisfaction and organizational Commitment in public higher education institution: A case of ArbaMinch University, Ethiopia reveals that there exist a positive significant relationship between job satisfaction and organizational commitment. Saberinia & Zadeh (2019) carried out a research on job satisfaction and organizational commitment and result shows that there is a significant and positive relationship between job satisfaction and organizational commitment. Accordingly, the following hypothesis was proposed:

H1: There is a significant positive relation between overall job satisfaction and overall organizational commitment among academic staffs in some selected Ethiopian public universities.

H2: There is a significant and positive relationship between overall job satisfaction and affective commitment among academic staffs in some selected Ethiopian public universities.

H3: There is a significant and positive relationship between overall job satisfaction and continuance commitment among academic staffs in some selected Ethiopian public universities.

H4: There is a significant and positive relationship between overall job satisfaction and normative commitment among academic staffs in some selected Ethiopian public universities.

1.6 . Scope of the study

The study was targeted on academic staffs working public universities in Amhara regional state in Ethiopian. Conceptually the studies were focused on level of job satisfaction and organizational commitment as well as relationships of organizational commitment and job satisfaction among academic staffs' in public universities in Ethiopia.

2. RESEARCH METHODOLOGY

Correlational quantitative research design was used to explain the levels of job satisfaction and level organizational commitment and to examine the relationship between job satisfaction and organizational commitment of academic staffs in selected public university in Ethiopian. The study was used 650 samples out of 720 populations from five public universities in Ethiopia. 650 sample was selected through a stratified random sampling technique. Yamane (1967) formula was used to determine the sample size:

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

Where n is the sample size, N is the total population size, and e is the desired level of precision and the researcher desired a 95% confidence level and ±5% precision. Close ended Standardized Likert scale Questionnaire were used as a research instrument to collect data from the sample. To analysis the first two research questions which are related to what are the level of academic staffs' organizational commitment and the overall level of job satisfaction, the study used both the mean value and standard deviation and presented in the form of tables.

Determination of scale ranges

The participants were asked to identify the degree of their agreement with each item using five point Likert scale (5= strongly agree, 4= agree, 3= moderately agree, 2= disagree, and 1= strongly disagree). The scale was calculated by using the following formula: The highest point of the scale (5) – the lowest point of the scale (1) =4, then 4/5=0.8. Thus, 0.8 was added to the end of each category, so that the categories and the degree of agreement were presented in table 1

Table 1. Mean Score Level Determination

Scale	Range	Response	Verbal interpretation
5	4.20-5.00	Strongly Agree	Very high
4	3.40-4.20	Agree	High
3	2.60-3.40	Moderately Agree	Moderately high

2	1.80-2.60	Disagree	Low
1	1.00-1.80	Strongly disagree	Very low
	5-1=4/5=0.8		

Decision Rule: 4.20-5.00 = Very high, 3.40-4.20 =High, 2.60-3.40 =moderately high, 1.80-2.60 =Low, 1.00-1.80 =Very low.

Correlation analysis

Pearson correlation analysis was used to analyse and test research question 3 (Is there a significant positive relationship between job satisfaction and organizational commitment in academic staffs of some selected Ethiopian public universities?). The researcher was used the scale suggested by Davies (1971) to describe the relationship between the variables.

Table 2. Strength of Correlation Coefficient Size (r)

Correlation Coefficient Size	Strength of correlation
. 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
0.01 to 0.09	Very low relationship

3. REVIEW OF RELATED LITERATURE

3.1. Theoretical Literature Review

Employee commitment is fundamental for optimal business performance as it reflects how much labourers identify with and support their organization and its policies (Beloor et al., 2017). Allen and Meyer (1990) describe employee commitment as the psychological state that distinguishes between the employees' desire to remain with an organization and their likelihood to quit. As explained by Markovits et al. (2010) organizational commitment of university academic employees implies their considerable identification and involvement with the university.

According to Ucar & Otken (2010), Job satisfaction is defined as a worker's positive or negative attitude toward one's job. Job satisfaction refers to an employee's overall sense of well-being at work (Miao, 2011). Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job (Brief & Weiss, 2001), an affective reaction to one's job (Weiss, 2002) and an attitude towards one's job. This definition suggests that attitudes are formed towards jobs by taking into account the feelings, beliefs, and behaviors.

3.2. Empirical Literature Review

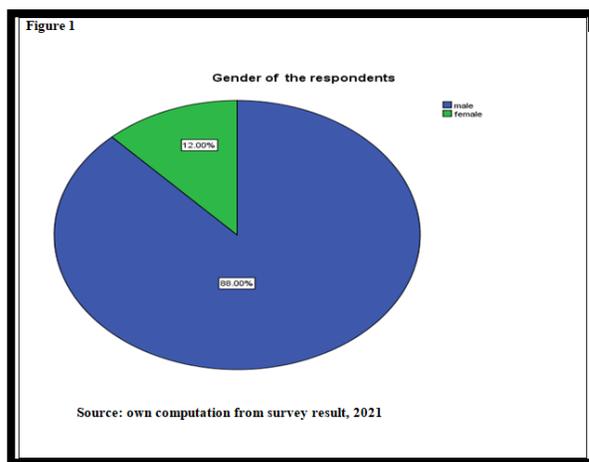
Donald, Lucia, & Victor (2016) studies on the relationship between job satisfaction and organizational commitment among academic staff members in selected higher education show that a significant positive relationship between job satisfaction and affective commitment as well as continuance commitment, but no significant relationship between job satisfaction and normative commitment is found. Tekile & Solomon (2016) have conducted a study on the relationship between job satisfaction and organizational commitment in public higher education institution in Ethiopia showed that strong positive and significant relationship was found between job satisfaction with affective and normative commitment, however no significant relationship was found with continuance commitment. Rao & Girma (2017) researched the relationship between job satisfaction and organizational commitment of

academic staffs in selected Ethiopian public Universities and the findings confirm that faculty’s job satisfaction has a statistically significant predictive positive effect on organizational commitment. Teferi, Bekalu & Abebe (2016) conducted a study on teacher’s Job Satisfaction and Its Relationship with Organizational Commitment in Ethiopian Primary Schools and the finding of this study showed that there is a positive relationship between teachers’ job satisfaction and organizational commitment. Saberinia & Zadeh (2019) carried out a research on job satisfaction and organizational commitment in the Southeast of Iran and the research result shows that there is a significant and positive relationship between employees’ job satisfaction and organizational commitment.

4. ANALYSIS AND DISCUSSION

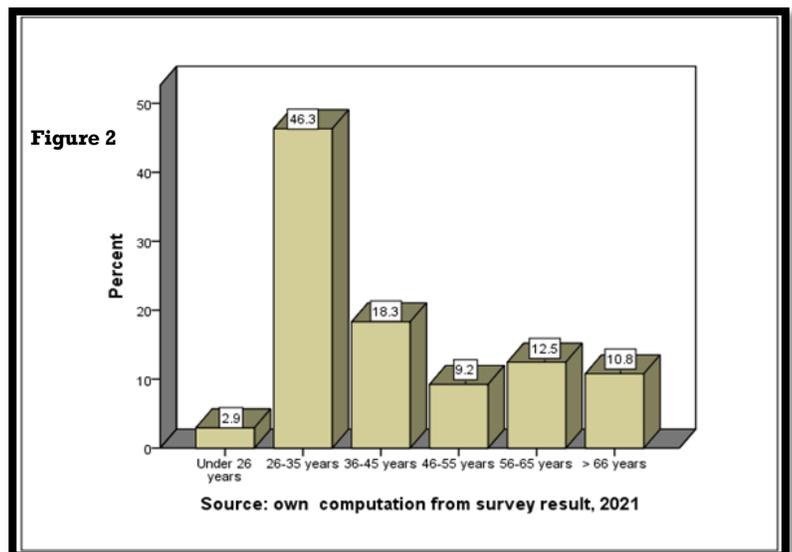
4.1. Demographic Characteristics of Respondents

4.1.1 Gender of respondents



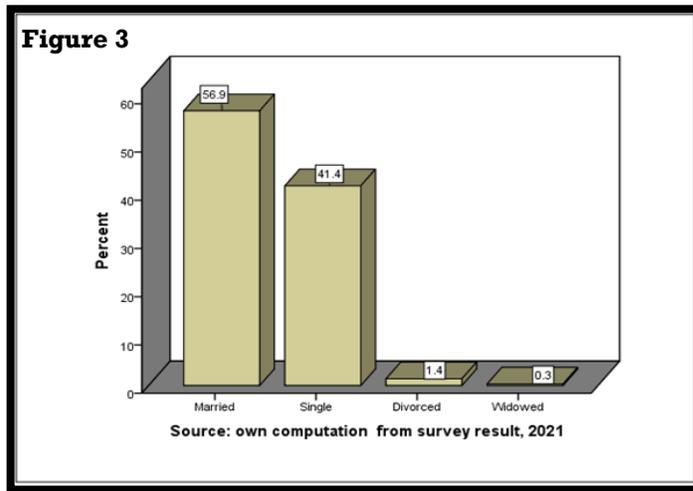
The result of figure 1 above shows that from the total 650 respondents (N=572, 88 %) of them were male and (N=78, 12 %) were female. The data indicates that most of the respondents in the sampled universities were males. In other words male employees were dominating over female employees in the sampled public university.

4.1.2 Age category of respondents



As Figure 2 above shows that the majority of the respondents age (N=301, 46.3 %) were fall in the age category of 26-35 years old, the second largest respondents age (N=119 , 18.3 %) were in the age category of 36-45 years old, (N=81, 12.5 %) of respondents age were in the age category of 56-65 years old, (N=70, 10.8 %) of respondents age were above 66 years old, (N=60, 9.2 %) of the respondents age were in the age category of 46-55 years old and the remaining (N=19 , 2.9 %) respondents age were found under 26 years old .The above data reveal that most of the respondents in the sampled public university were in the age category of 26-35 years old.

4. 1.3. Marital status of respondents



Results of the marital status distribution of the respondents in figure 3 indicates that majority of the respondents (N=370, 56.9 %) were married whereas (N=269, 41.4%) were single, (N=9, 1.4 %) of the respondents were divorced and (N=2, 0.3 %) of the respondents were widowed. The data shows that most of the respondents in the sampled universities were married.

4.1.4. Work experience of respondents

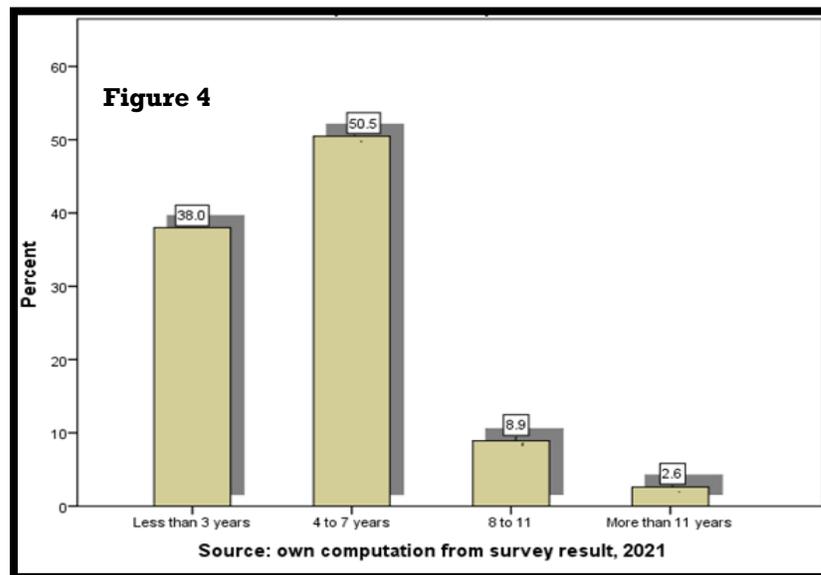
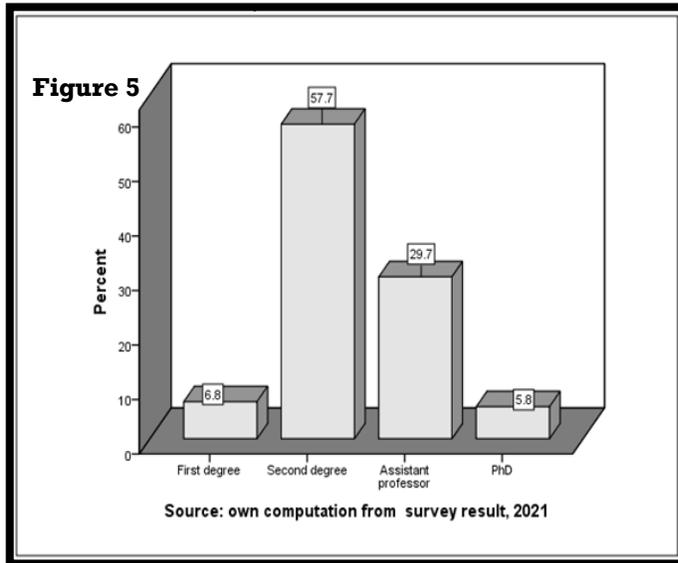


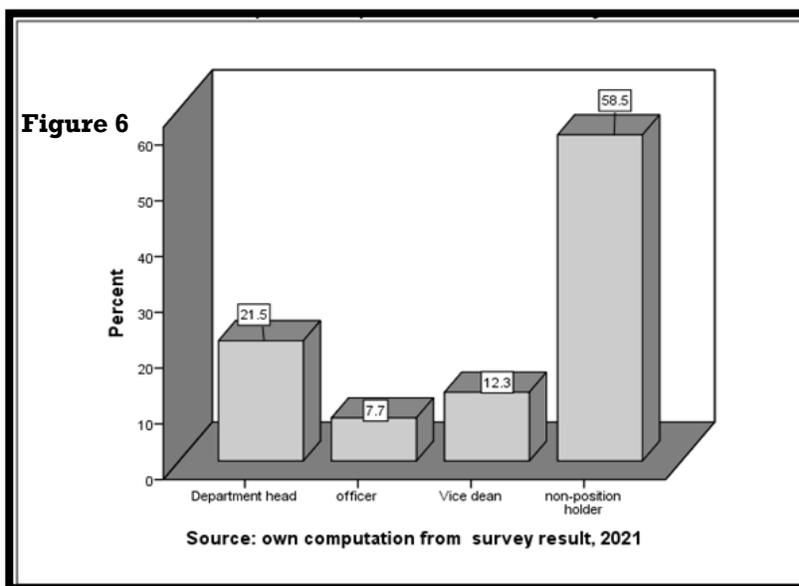
Figure 4 shows that majority of the respondents (N=328, representing 50.5 %) had worked between 4 to 7 years in their university, (N= 247 , 38.0 %) of them had worked less than 3 years with their university, (N= 58, representing 8.9%) of the respondents had worked in their university for 8 to 11 years and the remaining (N=17 , 2.6 %) of the respondents had worked for more than 11 years in their university.

4.1.5. Educational level of respondents



As it is shown in figure 5 regarding the qualification of respondents (N=375, representing 57.5 %) of them were second degree holders, (N=193 repenting 29.7%) of the respondents were assistant professors without PhD degree holders. The remaining (N=44, 6.8 %) and (N=38, 5.8 %) of the respondents were first degree and PhD degree holders respectively. The result shows that majority of the respondents in the sampled public university were second degree holders.

4.1.6. Respondents position in the university



Regarding position distribution of the respondents in their university, most of the respondents (N=380 representing 58.5 %) of them were non-position holder, (N=140 representing 21.5 %) were department heads, (N= 80 representing 12.3) of them were had college vice dean position and the remaining (N= 50 representing ,7.7 %) were had officer positions in the sampled public university. This indicates that most of the sampled respondents were non-position holders.

4.2. Reliability of the Instrument

For this study purpose standardized questionnaire were used to collect data from samples .The instruments used in this study consist of two parts. The first part of the questionnaire consists of. job satisfaction survey (JSS) developed by Paul.E Spector (1985) , to assess the nine dimensions of job satisfaction as well as overall job satisfaction and the second part of the questionnaire consists of organizational commitment questionnaire (OCQ) to measure overall organizational commitment using the 18-item revised questionnaire developed by (Meyer, Allen and Smith 2004), designed to measure affective commitment, normative commitment and continuance commitment. . The values of Cronbach’s Alpha should have a minimum of 0.7 or above to consider the reliability of the variables (Zikmund et al, 2013). According to Nunnally (2014) opined that an alpha value of 0.60 or above constitutes a reliable scale.

Table 1: Cronbach’s Alpha Reliability Coefficient for the instrument of OCQ and JSS

Variables	Cronbach’s alpha coefficient	Number of items
Organizational commitment		
Affective commitment	0.734	6
Continuous commitment	0.748	6
Normative commitment	0.754	6
Over all organizational commitment	0.826	18
Job satisfaction sub scales		
Pay	0.734	4
Promotion	0.755	4
Supervision	0.748	4
Fringe Benefits	0.794	4
Contingent Rewards	0.734	4
Operating Procedures	0.754	4
Coworkers	0.821	4
Nature of work	0.855	4
Communication	0.858	4
Over all job satisfaction	0.869	36

Source: own computation from survey result, 2021

Table 1 shows that Cronbach’s alpha coefficient for overall organizational commitment equal to **0.826** and the overall job satisfaction equal to **0.869** which indicates that all the instruments Cronbach’s alpha coefficient exceed the threshold of .70 normally accepted as the threshold of internal consistency reliability (Zikmund et al., 2013).

4.3. Normality Test

Hair et al. (2010) and Bryne (2010) argued that data is considered to be normal if skewness is between -2 to +2 and kurtosis is between -7 to +7. Thus to check normality of data, normality test were conducted by using the values of Skewness and Kurtosis which was set by (Hair et al. (2010) and

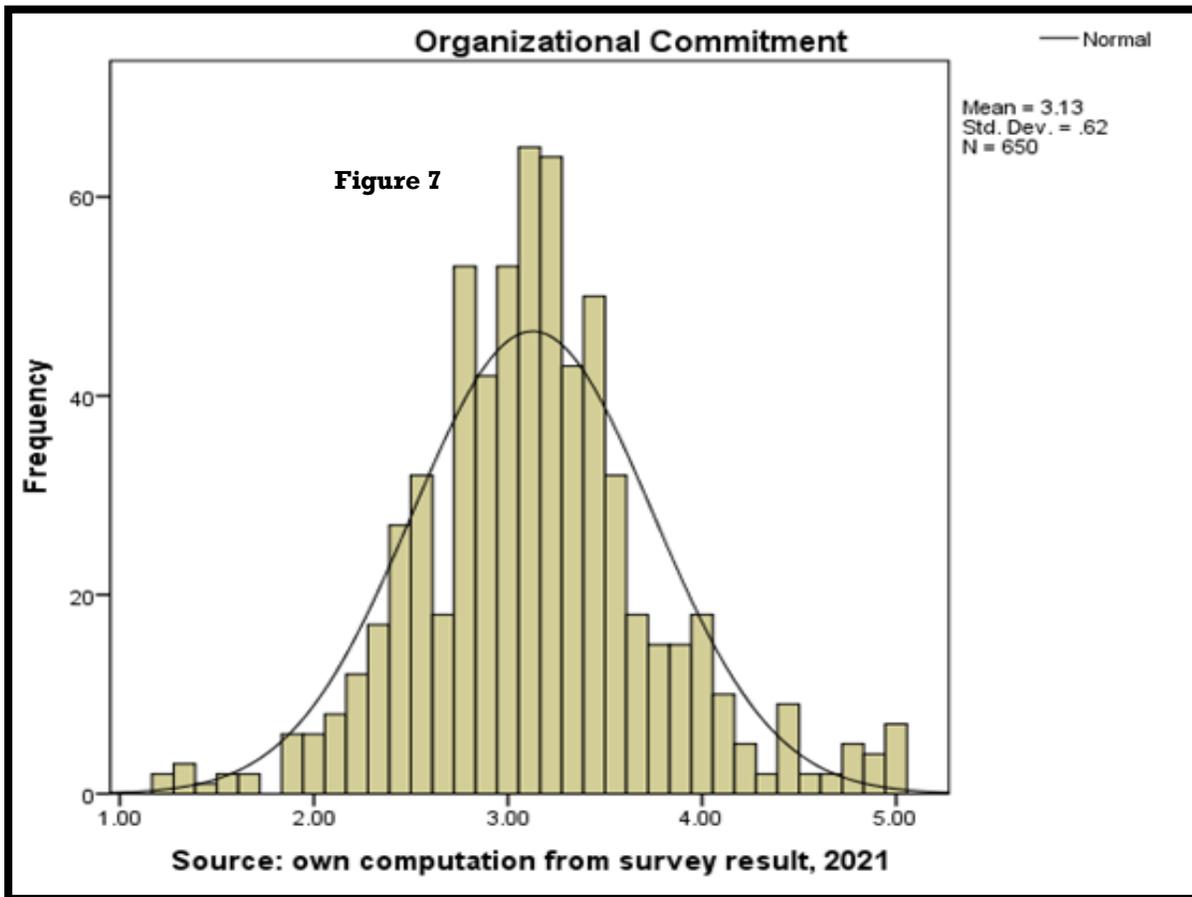
Bryne (2010). In addition to Skewness and Kurtosis, the normality of data was checked by using histogram and normal Q--Q plot

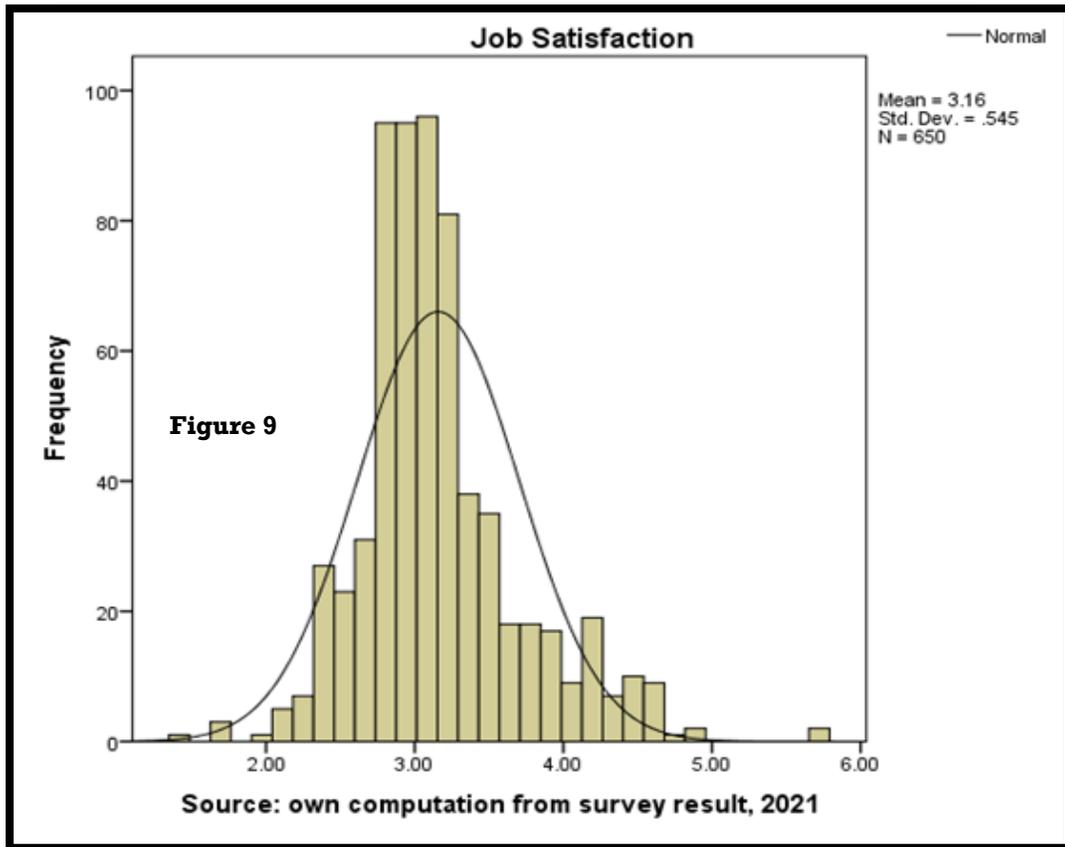
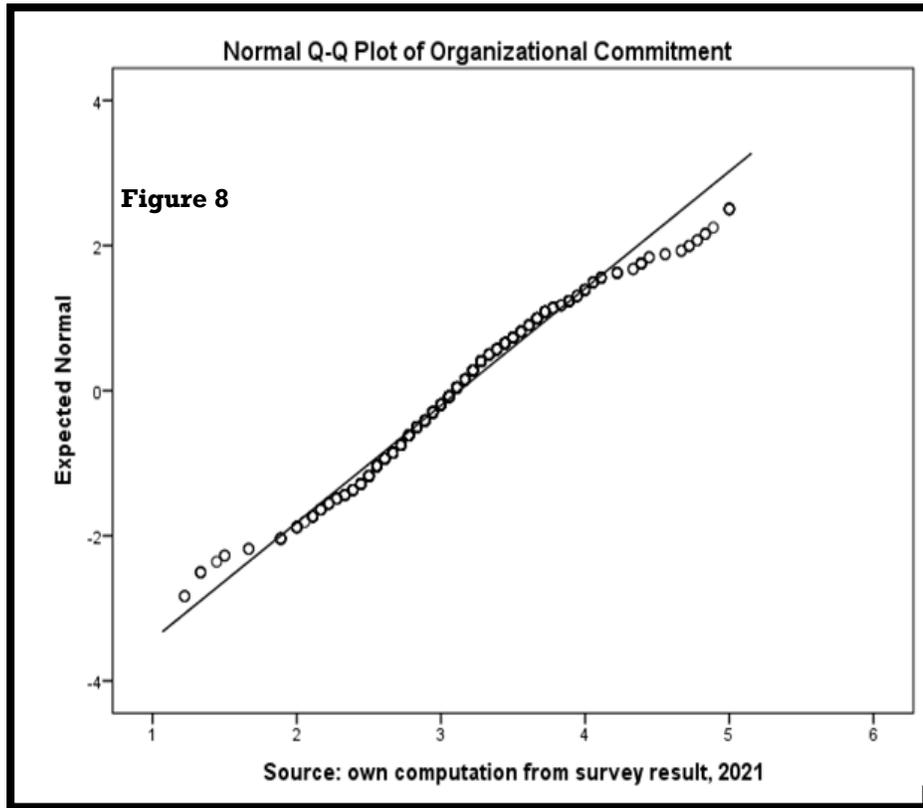
Table 2 Descriptive statistics & Normality tests for Job satisfaction and organizational commitment

Variables	Mean	Std. Deviation	Normality Checks	
			Skewness	Kurtosis
Organizational commitment	3.1271	.61971	0.349	0.515
Job satisfaction	3.1579	.54538	0.963	1.084

Source: own computation from survey result, 2021

Table 2 shows that the skewness and kurtosis values for the variables were between -2 and +2 indicating a normal distribution in the data set.







As the above histogram and normal Q-Q plot shows that all the data sets were approximately normally distribute

4.4. Descriptive Analysis

4.4.1. Level of Academic staffs Organizational Commitment (Affective, Continuance and Normative).

Table 3. Descriptive Statistics of the Academic staffs Organizational Commitment.			
Organizational Commitment sub scales	N	Mean	Std. Deviation
Affective commitment	650	3.0782	.74248
Continuous commitment	650	3.1182	.81450
Normative commitment	650	3.1849	.78133
Overall organizational Commitment	650	3.1271	.61971

Source: own computation from survey result, 2021

(Note: M=Mean, SD=Standard deviation)

The result of table 3 above, shows that academic staffs level of affective commitment in the sampled university had a mean and standard deviation of (M=3.08, SD= .743), Continuous commitment had a mean and standard deviation of (M=3.12, SD= .815), Normative commitment had a mean and standard deviation of (M=3.19, SD= .781), and the overall organizational Commitment had a mean and standard deviation of (M=3.13, SD= .619). Thus, normative commitment had relatively high mean score and affective commitment had relatively low mean score which indicates that employees were probably have a lesser emotional attachment towards their organization .Even though it seems to have differences in mean and standard deviation values among levels of commitment dimensions, they were found in the same range and interpreted as moderate level of commitment. This finding is similar to the findings of Al-Daibat (2017), Endris & Dawit (2019),

Sakiru, Ismail, Samah & Temitope (2018) who found that the level of organizational commitment was moderate.

4.4.2. Level of Academic staffs Job Satisfaction

Table 4. Descriptive Statistics for the Facets of Job Satisfaction and Overall Job Satisfaction

Facets of Job Satisfaction	N	Mean	Std. Deviation
Pay	650	2.8692	.88495
Promotion	650	2.9965	.86874
Supervision	650	3.0838	.69453
Fringe benefit	650	3.0012	.82857
Contingent reward	650	3.1319	.80314
Operating procedure	650	3.3977	1.06316
Coworker relationship	650	3.3877	.69119
Nature of work	650	3.4900	.72890
Communication	650	3.0627	.84098
Overall Job satisfaction	650	3.1579	.54538

Source: own computation from survey result, 2021

(Note: M=Mean, SD=Standard deviation)

The result of table 4 indicates that the nature of work had the highest mean score among the sub scale of job satisfaction (M=3.49, SD= .729), operating procedure had the mean score of (M=3.39, SD= 1.063), coworker relationship had the mean score of (M=3.38, SD= .691), mean score for contingent reward (M=3.13, SD= .803), mean score for supervision (M=3.084, SD= .695), mean score for communication (M=3.06, SD= .841), mean score for fringe benefit (M=3.00, SD= .829), mean score for promotion (M=2.99, SD= .869), mean score for pay (M=2.87, SD= .885), and mean score for the overall job satisfaction (M=3.16, SD= .841). The findings show that the nature of work, operating procedure and coworker relationship had relatively the highest mean score in which academic staffs were satisfied and pay, promotion and fringe benefit constitutes relatively the lowest mean score which indicates that pay, promotion and fringe benefits placed in the lower level of job satisfaction. The overall job satisfaction of academic staffs in the sampled public university had moderate level of satisfaction towards their job. These findings are similar to the recent study done in the Nigerian public university by Sakiru, Ismail, Samah & Temitope (2018), study done in Malaysian school teachers by Halim, Hassan, Basri, Yusof, & Ahrari (2021) which reported that the level of job satisfaction was at moderate level. These findings are inconsistent to the recent study done in the Ethiopian public university by Rao & Girma (2017) who reported that job satisfaction level of academic staffs were low .

4.5 Inferential Analysis

4.5.1. Correlation Analysis of Study Variables

Pearson correlation test was conducted to determine the significant of correlation between leadership styles, organizational commitment and job satisfaction and the significance of relationship was determined by p-value. For this research significance level of 0.05 or 0.01 were taken as the threshold /standard /for a two-tailed test of correlation.

4.5.1.2 .Relationship between academic staffs' job satisfaction and organizational commitment

The third research question of this study was to determine whether there is a relationship between job satisfaction and organizational commitment of academic staffs in the sampled public university in Ethiopia.

Thus to determine whether there is a relationship between variables, correlation analysis was carried out

Table 5. Correlation between Facets of Job satisfaction and overall organizational commitment

Facets of Job satisfaction		Overall organizational Commitment
Pay	Pearson Correlation	.367**
	Sig. (2-tailed)	.000
	N	650
Promotion	Pearson Correlation	.447**
	Sig. (2-tailed)	.000
	N	650
Supervision	Pearson Correlation	.434**
	Sig. (2-tailed)	.000
	N	650
Fringe benefit	Pearson Correlation	.408**
	Sig. (2-tailed)	.000
	N	650
Contingent reward	Pearson Correlation	.287**
	Sig. (2-tailed)	.000
	N	650
Operating procedure	Pearson Correlation	.282**
	Sig. (2-tailed)	.000
	N	650
Coworker	Pearson Correlation	.402**
	Sig. (2-tailed)	.000
	N	650
Nature of work	Pearson Correlation	.309**
	Sig. (2-tailed)	.000
	N	650
Communication	Pearson Correlation	.334**
	Sig. (2-tailed)	.000
	N	650

** . Correlation is significant at the 0.01 level (2-tailed). Source: own computation from survey result, 2021

As shown from table 5, there is a significant positive and moderate correlations between pay and organizational commitment ($r=.367^{**}$, $p<0.01$), promotion and organizational commitment ($r =.447^{**}$, $p<0.01$), supervision and organizational commitment ($r=.447^{**}$, $p<0.01$), fringe benefit and organizational commitment ($r = .408^{**}$, $p < 0.01$), coworker relationship and organizational commitment ($r=.402^{**}$, $p<0.01$), nature of work and organizational commitment

($r = .309^{**}$, $p < 0.01$), and communication and organizational commitment ($r = .334^{**}$, $p < 0.01$). There is also a low but positive and statistically significant relationship between contingent reward and organizational commitment ($r=.287^{**}$, $p < 0.01$), operating procedure and organizational commitment ($r=.282^{**}$, $p < 0.01$) as per Davies (1971). The result indicates that a facet of Job satisfaction is positively and significantly correlated with overall organizational commitment. The result also shows that when a facet of job satisfaction of the academic staffs of the sampled public university increases, their organizational commitment will also increase.

Table 6. Correlation between overall Job satisfaction with Affective, Continuance and Normative Commitment.

Job satisfaction			Overall organizational Commitment	Affective commitment	Continuous commitment	Normative commitment
Overall Job satisfaction	Pearson Correlation		.543 ^{**}	.456 ^{**}	.390 ^{**}	.453 ^{**}
	Sig. (2-tailed)		.000	.000	.000	.000
	N		650	650	650	650

****Correlation is significant at the 0.01 level (2-tailed). Source: own computation from survey result, 2021**

Correlation table 6 above shows that a significant positive and strong relationship between overall job satisfaction and overall organizational commitment of academic staffs in the sampled public university ($r=.543^{**}$, $p<0.01$). Since the P-value was 0.000 which is less than 0.01 which shows that there is sufficient evidence at the 1% level of confidence that there is a positive and significant relationship between job satisfaction and organizational commitment among academic staffs in selected Ethiopian public universities. These results were consistent with the hypotheses. Therefore the hypothesis H1 was accepted. This shows that when academic staffs' job satisfaction is improved, the level of overall organizational commitment to their universities also increased. Moreover, job satisfaction had a significant positive and moderate level of correlation with affective commitment ($r=.456^{**}$, $p<0.01$), Since the P-value was 0.000 which is less than 0.01 which indicates that there is sufficient evidence at the 1% level of confidence that there is a positive and significant relationship between overall job satisfaction and affective commitment among academic staffs in selected Ethiopian public universities. These results were consistent with the hypotheses. Therefore, hypothesis H2 was accepted. Furthermore job satisfaction had a significant positive and moderate level of correlation with continuance commitment ($r=.390^{**}$, $p<0.01$). Since the P-value was 0.000 which is less than 0.01 which indicates that there is sufficient evidence at the 1% level of confidence that there is a positive and significant relationship between overall job satisfaction and continuance commitment among academic staffs in selected Ethiopian public universities. These results were consistent with the hypotheses. Therefore, hypothesis H3 was accepted. Finally table 6 above shows that overall job satisfaction had a significant positive and moderate level of correlation with normative commitment ($r=.453^{**}$, $p<0.01$). Since the P-value was 0.000 which is less than 0.01 which confirm that there is sufficient evidence at the 1% level of confidence that there is a positive and significant relationship between overall job satisfaction and normative commitment among academic staffs in selected Ethiopian public universities. These results were consistent with the hypotheses. Therefore, hypothesis H4 was accepted. Generally, the finding reveals that academic staffs job satisfaction affect the level of organizational commitment at the sampled universities. This result tells us that when a lecturer has a high level of job satisfaction, the

level of organizational commitment would also be at a high level. This finding is in line with that of Teferi, Bekalu & Abebe (2016) (2016), Abebe & Markos (2016), Babalola (2016), Saberinia & Zadeh (2019), Guixia, Basri, & Jusoh (2019), Fitrio, Apriansyah, Utami & Yaspita (2019), Mohapatra, Satpathy & Patnaik (2019), Prasetya, Yuniarsih & Ahman (2017), Ali & Bashir (2018) who found in their study that job satisfaction is positively and significantly related to organizational commitment. Moreover, these findings are similar to the recent study done in the Ethiopian public university by Rao & Girma (2017) who reported that job satisfaction had a positive and significant relationship with organizational commitment.

4.6. Discussion of Findings

The discussion is based on the research questions of the study

Research Question 1: What is the level of academic staffs' organizational commitment in some selected Ethiopian public universities?

The result of the study, shows that academic staffs overall level of organizational commitment in the sampled public university in Ethiopia had a mean and standard deviation of (M=3.13, SD= .619). This finding is similar to the findings of Al-Daibat (2017), Endris & Dawit (2019), Sakiru, Ismail, Samah & Temitope (2018) who found that the level of organizational commitment was moderate.

Research Question 2: What is the overall level of job satisfaction of the academic staffs in some selected Ethiopian public universities?

The result of analysis in chapter four revealed that the nature of work, operating procedure and coworker relationship had relatively the highest mean score in which academic staffs were satisfied, mean score for the nature of work (M=3.49, SD= .729), mean score for operating procedure (M=3.39, SD= 1.063) and mean score for coworker relationship (M=3.38, SD= .691), and pay, promotion and fringe benefit constitutes relatively the lowest mean score which indicates that pay, promotion and fringe benefits placed in the lower level of job satisfaction, mean score for fringe benefit (M=3.00, SD= .829), mean score for promotion (M=2.99, SD= .869), mean score for pay (M=2.87, SD= .885). The overall job satisfaction of academic staffs in the sampled public university had moderate level of satisfaction towards their job (M=3.16, SD= .841). These findings are similar to the recent study done in the Nigerian public university by Sakiru, Ismail, Samah & Temitope (2018), study done in Malaysian school teachers by Halim, Hassan, Basri, Yusof, & Ahrari (2021) which reported that the level of job satisfaction was at moderate level. These findings are inconsistent to the recent study done in the Ethiopian public university by Rao & Girma (2017) who reported that job satisfaction level of academic staffs were low.

Research Question 3: Is there a significant positive relationship between job satisfaction and organizational commitment in academic staffs of some selected Ethiopian public universities?

The correlation analysis of the study shows that a significant positive and strong relationship between overall job satisfaction and overall organizational commitment of academic staffs in the sampled public university in Ethiopia ($r=.543^{**}$, $p<0.01$). This shows that when academic staffs' job satisfaction is improved, the level of overall organizational commitment to their universities also increased. Moreover, job satisfaction had a significant positive and moderate level of correlation with affective commitment ($r=.456^{**}$, $p<0.01$), continuance commitment.

($r = 0.390^{**}$, $p < 0.01$) and normative commitment ($r = 0.453^{**}$, $p < 0.01$) as per Davies (1971). This result tells us that when a lecturer has a high level of job satisfaction, the level of organizational commitment would also be at a high level.

4.7. Conclusion

The study concludes that academic staffs of some selected public universities in Ethiopia had a moderate level of job satisfaction. They were relatively satisfied with the nature of work, operating procedure and coworker relationship whereas pay, promotion and fringe benefit constitutes relatively the lowest mean score which indicates that pay, promotion and fringe benefits placed in the lower level of job satisfaction. Regarding organizational commitment, academic staffs had a moderate level of commitment towards their organization. Moreover, findings of the study indicate that there is a positive and significant relationship between overall job satisfaction and overall organizational commitment, overall job satisfaction and affective commitment, overall job satisfaction and continuance commitment as well as normative commitment. Overall, the findings of the current study show that academic staffs working in sample public university in Ethiopia have moderately satisfied with the work they do and moderate level of organizational commitment with the university they currently work.

4.8. Recommendations

Based on the analysis and conclusions of the following recommendations are made:

The finding of the current study confirmed that the mean score on job satisfaction facets such as pay, promotion and fringe benefits were low level. However, positive relationships were found between pay, promotion and fringe benefits with organizational commitment. Hence, Ethiopian public universities leaders and ministry of education should understand and pay attention to the importance of applying appropriate salary, promotion and fringe benefits for academic staff of the university. This leads to improve academic staff job satisfaction and motivation which intern leads to the commitment of well qualified and experienced academic staff in their university.

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