



SAINT MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**EFFECTS OF JOB SATISFACTION ON
ORGANIZATIONAL COMMITMENT: THE CASE
OF PHARMACISTS WORKING IN SELECTED
COMMUNITY PHARMACIES IN ADDIS ABABA**

By

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Acronyms and Abbreviations

AC: Affective Organizational Commitment

CC: Continuance Organizational Commitment

JS: Job Satisfaction

MBA: Master of Arts in Business Administration

NC: Normative Organizational Commitment

OC: Organizational Commitment

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Abstract

The purpose of this study was to examine the effect of job satisfaction on organizational commitment of pharmacists working in selected community pharmacies in Addis Ababa. One hundred forty pharmacists participated in the study from 250 community pharmacies. A convenient sampling method was used to collect data from the study participants. The data was analyzed using correlation and multiple regression analysis in SPSS. Two out of four proposed hypotheses were supported by the study. The major finding of the study revealed that positive significant relationships exist between job satisfaction and two of the dimensions of organizational commitment: affective and normative organizational commitments. It was also revealed in the study that no significant relationship exist between job satisfaction and continual organizational commitment. Additionally the study revealed that none of the key demographic variables affect the organizational commitment of the community pharmacists. Further this research proposes methods that can be used to retain best talents in community pharmacies in Addis Ababa to serve the ever increasing number of patients looking to get modern medicine for their ailments from community pharmacies.

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

CHAPTER ONE

INTRODUCTION

This chapter deals with background of the study, definition of key terms, statement of the problem, research questions, research hypothesis, research objectives, significance of the study, scope of the study, limitation of the study and organization of the study.

1.1 Background of the study

Job satisfaction has been an important topic over the years (Akfopure, 2006). The relationship between man and work has always attracted the attention of philosophers. A major part of man's life is spent at work. Work is social reality and social expectation to which men seem to confirm. It is not only provides status to the individual but also binds him to the society. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization.

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels (Fiorita, Bozeman, Young & Meurs, 2007). An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well (Awang, Ahmad & Zin, 2010).

Through workers, organizations can garner a competitive advantage. Committed employees take pride in organizational membership, believe in the goals and values of the organization, and therefore display higher levels of performance and productivity. In the eyes of employees they believe that they have done a lot for their organization and they also have emotional involvement in their organization. However, their management has very little involvement in their growth and development of employees. Many managers have little understanding of how to satisfy their employees and how these employees' satisfaction levels influence their intention to leave their positions (Feinstein, A., 2002). In fact, because of this limited understanding, managers' efforts toward employee satisfaction can sometimes create more dissonance than cohesion between employees and management, leading to decreased performance and excessive employee turnover (Locke, 1976).

However, it is also sometimes hard to find suitable people for certain positions. So once an ideal candidate is chosen, organizations will like to make a great effort to retain those employees. Therefore, in order to meet the changing needs and demands of private organization in the global world, it is necessary to develop an organizational climate and culture to satisfy the employees. So, it is important to increase job satisfaction and to put organizational commitment into practice. According to Locke (1976), job satisfaction can be generally defined as the employee's feelings towards his or her job. It is a pleasurable emotional state resulting from the appraisal of one's job and as an attitudinal variable that can be a diagnostic indicator for the degree to which people like their job.

According to Meyer, et al (2002), job satisfaction is a determinative of organizational commitment. The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated. In other words, while an employee has positive feelings towards the organization, its values and objectives, it is possible for him to be satisfied with the job he has in the organization.

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.

There are international researches conducted in the areas of community pharmacists' job satisfaction. These studies come up with different findings. Some argue that community pharmacists are satisfied with their job while others say the opposite (Jaiswal 2006) . With the problem of increasing employee turnover in the community pharmacy sector in Ethiopia, one wonders if the need of the society from community pharmacies for their drug products, healthcare items and related materials is going to be realized.

The commitment and effectiveness of community pharmacists depend on their motivation, morale and job satisfaction. This implies that pharmacists' job satisfaction and their commitment is an important phenomenon for their employers and patients at large (David A. 2004). For the success of any organization, committed and satisfied human resources are considered as the most important assets of an organization.

Generally, community pharmacies will not operate smoothly and cannot achieve their objectives and goals if the community pharmacists are not satisfied in their job. Therefore, this study attempts to address the relationships between pharmacists' job satisfaction and their commitment in selected community pharmacies in Addis Ababa and to suggest strategies in order to minimize dissatisfaction by reviewing the factors that affect job satisfaction, analyzing the issues, offering conclusions and providing specific recommendations.

1.2 Key Terms Definition

- **Organizational Commitment** : Organizational commitment defined as an employee' strong belief in and acceptance of an organization and strong desire to maintain membership in the organization (Dockel, A. 2003).

- **Affective Organizational Commitment:** The effective emotional attachment to identification with, and involvement in the organization (Allen & Meyer, 1990).
- **Continuance Organizational Commitment :** The wish associated with leaving the organization (Allen & Meyer, 1990)
- **Normative Organizational Commitment :** A feeling of obligation to continue employment (Allen & Meyer, 1990)
- **Job satisfaction:** The term job satisfaction refers to positive and negative feelings people have about their work. (Linz, J.S. 2003)
- **Community Pharmacy** is a pharmacy service giving premise established legally in a community to the needs of the society for their drug products, healthcare items and related materials (Kiron,S., Premaletha et al 2011).

1.3 Statement of the Problem

Given the critical role that health care professionals play in determining the efficiency, effectiveness and sustainability of health care systems, it is paramount to understand what motivates them and to what extent they are satisfied by the organization and other contextual variables. Job satisfaction is also an essential part of ensuring quality care, as dissatisfied healthcare providers are likely to give poor quality and less efficient care.

The community pharmacy is an important place of health care, particularly pharmacotherapy assistance to the population, since the pharmacy professionals are the most affordable healthcare for the general population which often resorted to their services.

When employees experience low job satisfaction, it can be very costly. This may be a result of low pay (for lower level positions) and little opportunity for advancement. Absenteeism may also be a very costly issue because it can result in reduced productivity when lowly satisfied employees do not see any link between the tasks they do and the organization's profitability. To solve the problems of job satisfaction, it is important to analyze the factors that would affect job satisfaction (Testa, 2001).

At times, employees may not leave an organization even when they are dissatisfied or do not feel committed to the organization. This makes studying the two variables serve an even greater importance. When workers are dissatisfied, this may create grievances, which can lead to a lower level of organizational commitment (Samavi S.A, 2011).

Job satisfaction is considered as a reason for organizational commitment (Mowday, Porter, & Steers, 1982; Mueller, Boyer, Price, & Iverson, 1994; Williams & Hazer, 1986). 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 (Mottaz, 1987; Williams & Anderson, 1991; Vanderberg & Lance, 1992; Knoop, 1995; Young, Worchel & Woehr, 1998; Testa, 2001).

Analyzing the relationship between job satisfaction and organizational commitment is particularly crucial nowadays, as people often do not work at the same organization or job throughout their lifetime. It is also sometimes hard to find suitable people for certain positions.

According to Allen and Meyer (1990), commitment refers to the attitude of the employees toward their organization. Normally, the employees will commit if they are really satisfied with their present job. The satisfaction normally depends on what the employees can get or receive from the job.

Managers would be most interested in knowing about the relationship between job satisfaction and organizational commitment, because it would become clear as to how important and worthy it would be to retain their most satisfied employees. In turn, having this knowledge would motivate managers to satisfy their employees. This would ultimately benefit the organization, as it is expected that these same employees will be highly committed. When employees are committed, their personal goals may go in line with those of the organization that they work for.

There are international researches conducted in the areas of community pharmacists' job satisfaction. These studies come up with different findings. Some argue that community

pharmacists are satisfied with their job while others say the opposite (Jaiswal 2006). With the problem of increasing employee turnover in the community pharmacy sector in Ethiopia, one wonders if the need of the society from community pharmacies for their drug products, healthcare items and related materials is going to be realized. It therefore calls for a greater action to be taken to find out how to retain the community pharmacies' valuable pharmacists and the factors likely to affect them to remain in the sector to help achieve the companies' objectives and that of the general society. The effect of job satisfaction on organizational commitment has to be identified. This research study seeks to investigate the effect of job satisfaction on organizational commitment of pharmacists in selected community pharmacies in Addis Ababa.

1.4 Research Questions

Based on the discussion above, and to accomplish the objective of this study, the following research questions have been formulated:

1. What are the effects of job satisfaction on affective organizational commitment of pharmacists working in selected community pharmacies in Addis Ababa?
2. What are the effects of job satisfaction on normative organizational commitment of pharmacists working in selected community pharmacies in Addis Ababa?
3. What are the effects of job satisfaction on continuance organizational commitment of pharmacists working in selected community pharmacies in Addis Ababa?
4. What are the effect of demographic key variables on affective, continuance and normative organizational commitments?

1.5 Research Objectives

The study has the following general and specific objectives

1.5.1 General Objective

The general objective of the research is to study how job satisfaction affects organizational commitment of pharmacists working in selected community pharmacies in Addis Ababa.

1.5.2 Specific Objectives

Specifically, this study mainly seeks to achieve the following objectives:

- To determine the effect of job satisfaction on affective organizational commitment
- To find out the effect of job satisfaction on normative organizational commitment
- To examine effect of job satisfaction on continuance organizational commitment
- To determine the effect of key demographic variables on affective, normative and continuance organizational commitments

1.6 Significance of the study

Pharmacist job satisfaction, or dissatisfaction, plays a major role in many aspects of community pharmacy practice. These performance problems can include incorrectly filling prescriptions, not detecting drug interactions and poor patient counseling. Thus dissatisfaction may also affect the way that patients view the pharmacist and patients may then be inclined to limit their interactions with the pharmacist. It is important to realize that a decrease in pharmacist performance could cause patient harm or even death. Conducting this study can help in identifying the factors that influence pharmacists' job satisfaction in community pharmacies in Addis Ababa and will provide information for actions or measures to be taken to promote pharmacists' job satisfaction. Thus, this research:

- Helps to create awareness of the factors that affect pharmacists' job satisfaction
- Serves as input to enhance community pharmacy service through improving pharmacists' job satisfaction and their commitments by using the findings of this study.
- Contributes to the body of knowledge and be a useful source of information for future research regarding this subject matter.

1.7 Scope of the study

The study was delimited to examine the effect of job satisfaction on organizational commitment of pharmacists working in selected community pharmacies in Addis Ababa. The research was also delimited to focus on the effect of job satisfaction with pay, nature of work, supervision,

opportunities for promotion, working conditions and relationship with coworkers which are internal to the organizations and under the influence of the organizations. The time frame of the data collection November 15 to December 14 , 2017 and hence the study results do not reflect before and after the specified time frame. The findings of this would have paramount importance if pharmacists from all pharmaceutical sectors from different cities across the country included. For this reason the research had limitation in the sampling frame which only considered community pharmacists and pharmacy shops in Addis Ababa.

1.8 Research Limitations

The research is conducted at certain selected community pharmacies found in Addis Ababa Ethiopia. Thus, the results may not be generalized to other pharmacy professions as well as health professionals in other healthcare set up. As with other research that uses questionnaire as the instrument to collect data, there may be a problem of social desirability. Some respondents may have the tendency to exaggerate or provide responses deemed to be desirable by others, instead of giving honest responses.

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

RELATED 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

Job satisfaction is defined as the feelings or a general attitude of the employees in relation with their jobs and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues (Glisson and Durick, 1988; Kim, 2005).

Many models or theories have been carried out regarding job satisfaction. According to Robbins S.P. (2001), job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while an unsatisfied person holds negative feelings. Job satisfaction is a pleasurable positive state resulting from one's job and job experience (Locke, 1976).

According to Kim, (2005) individuals show pleasurable positive attitudes when they are satisfied with their job.

Herzberg et al. (1959) defined the best known popular “theory of job satisfaction”. Their two-factor theory suggests that employees have mainly two types of needs, listed as hygiene and motivation. Hygiene factors are the needs that may be very satisfied by some certain conditions called hygiene factors (dis-satisfiers) such as supervision, interpersonal relations, physical working conditions, salary, benefits, etc.

The theory suggests that job dissatisfaction is probable in the circumstances where hygiene factors do not exist in someone's working environment. In contrast, when hygiene needs are supplied, however, it does not necessarily result in full satisfaction. Only the dissatisfaction level is decreased (Samad, 2007). Whereas Herzberg stated in his two factors theory stated that there are two categorizes of motives for the employees known as satisfiers and dissatisfies. He related intrinsic factors with job satisfaction and extrinsic factors with dissatisfaction (Samad, 2007)

Locke (1976, p. 317) defined job satisfaction and dissatisfaction as "that job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values ". Job dissatisfaction is "the un pleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's values".

Job satisfaction is an important area to organizations. Many employers or superiors would not hesitate to know whether or not their employees or subordinates are satisfied with their jobs.

According to Lok and Crawford (2001), the variable closely to the commitment is job satisfaction. Knoop, R. (1995) define of job satisfaction as an attitude that individuals have about their jobs. It results from their perception of their jobs and the degree to which there is good fit between the individuals and the organizations.

Job satisfaction has been correlated with enhanced job performance, positive work values, and high levels of employee motivation and lower rates of absenteeism, turnover and burnout. Therefore managers should be concerned with the level of satisfaction in their organization and the ultimate aim for those who organize and control workers dissatisfaction. In addition, Spector explain that there must be a combination of the two-factors. Abraham Maslow (1970) developed one of the best known theories of motivation; the Needs Hierarchy Theory. It states that within each individual there exists a hierarchy of five need levels. The needs range from basic or lower level needs to higher level needs (Spector, 2003).

Whereby according to Maslow's Theory of needs, human needs are never satisfied and they are always craving for more. This is due to after one's need to be fulfilled; other needs will emerge.

Job satisfaction has been correlated with enhanced job performance, positive work values, high levels of employee motivation and lower rates of absenteeism, turnover and burnout. Therefore managers should be concerned with the level of satisfaction in their organization and the ultimate aim for those who organize and control workers is dissatisfaction (Spector, 2003). In addition Spector explain that there must be a combination of the two-factors. Abraham Maslow (1970) developed one of the best known theories of motivation; the Needs Hierarchy Theory. It states that within each individual there exists a hierarchy of five need levels. The needs range from basic or lower level needs to higher level needs which are:

- Physiology
- Safety
- Belongingness
- Esteem
- Self Actualization

Physical needs are the base from the hierarchy. It includes the basic human needs such as the need for air, water, food, exercise and freedom from diseases. It is commonly achieved by the human being. Once this basic is achieved, then they will go for the other level which is the security. This level includes the need of safety, shelter and stability. In terms of the working environment, it means that an employee may demand for the job security, they can have a stable job, being treated fairly and have a good pay for their job. The third phase is the social, it includes the need of being loved, and they experience the feeling of belonging and inclusion. In the work place, the employee needs to feel the sense of belonging and acceptance, once they have this feeling, it helps them to achieve the satisfaction on this level. Let say one cannot fulfill this level, for example maybe he or she facing problem in their marriage; it will lead to fail on this level. After fulfill this level, it comes to another level which is the ego or known as self-esteem and follow by the highest level which is the self-actualization.

While Luthan (1998) posited that there are three important dimensions to job satisfaction

- Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
- Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably

have a negative attitudes towards the work, the boss and or co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.

- Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans are: the work itself, pay, promotion opportunities, supervision and co-workers

Davis K and J. W. Newstorm (2002) states that one of the surest symptoms of deteriorating conditions in an organization is low job satisfaction. Low job satisfaction is usually associated with strikes, work slowness, absences, and employee turnover. It also may be linked to how performance, poor product quality, employee's theft, disciplinary problems, grievances and other difficulties. Higher job satisfaction, on the other hand is usually associated with lower turnover, fewer absences, older employees, and higher occupational levels.

Besides that, according to the Linz (2003), job satisfaction generally implies a positive evaluation of work and a positive effect deriving from it; that is, a "positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976). Researcher found that job satisfaction is positively correlated with age, but exhibits no correlation with gender (Hunt and Saul, 1975).

Moreover, in this research the literature suggests that objective and subjective respondent characteristics are likely to influence reported levels of job satisfaction (Hunt and Saul, 1975). The objective respondent characteristics used in this analysis include: gender, age, education, marital status, recent change in workplace, experience with unemployment, and number of jobs held at time of survey, and overall work experience.

Greenberg (1995) identified a number of individual differences such as age, educational level, and personality difference that affect job satisfaction. He commented that job satisfaction typically started high, decline, then increased with age. According to Greenberg (1995) one explanation for this trend is that individuals became adjusted in their work and life situations. Initial high job satisfaction declines as job expectations are not met, for example, highly

educated individuals quickly become dissatisfied with job that did not enable full utilization of their talents while individuals who were ambitious were likely to be dissatisfied when promotion was difficult or elusive. Then, as the individuals adjust to the work situation, job satisfaction rises again.

2.2 Factors affecting Job satisfaction

Job satisfaction is a complex variable and is influenced by factors of the job environment as well as dispositional characteristics of an individual. These factors can be categorized as extrinsic and intrinsic factors. (Buitendach and De Wite 2005) The extrinsic factors include facets like

- Work itself
- Pay
- Promotion
- Working Conditions
- Supervision
- Coworker

Intrinsic factors include personality education intelligence and abilities, age and marital status. (Mullins 1999)

2.2.1 Pay

Pay refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. Remuneration and earnings are a cognitively complex and multidimensional factor in job satisfaction. According to Luthans (1998), salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level need of people.

Previous research (Voydanoff, 1980) has shown that monetary compensation is one of the most significant variables in explaining job satisfaction. In their study of public sector managers, Taylor and West (1992, cited in Bull, 2005) found that pay levels affect job satisfaction, reporting that those public employees experienced lower levels of job satisfaction.

According to Spector (1996, p. 226), the actual pay level and pay satisfaction is probably a function of the discrepancy of perceived pay level and the amount that employee believes their

pay should be. The primary goal of the present study is to seek a better understanding of the antecedents of pay satisfaction, and specifically, to focus on pay comparisons and the perceptions of fairness and organizational justice.

2.2.2 Promotion

The level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in positive changes such as pay, autonomy and supervision, (Arnold and Feldman 1996:88).

However, Hoy and Miskel (1991:114), warns that those top achievers promoted too quickly can result in dissatisfaction amongst loyal, intelligent but less creative senior workers. The human resources department, at most times, is constantly asked the question “does the job position entails opportunity for advancement (promotion).”

Locke (1976:1323) advocates that the wish to be promoted stems from the desire for psychological growth, the desire for justice and the desire for social stays. Management should therefore bear in mind, that promotion can serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level.

2.2.3 Supervision

Research indicates that the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee’s overall level of job satisfaction.

Research appears to be vague since most research indicates that individuals are likely high levels of job satisfaction if supervisors provide them with support and corporation in completing their tasks (Ting, 1997). The researchers generally hold that dissatisfaction with the management supervision is a significant predictor of job dissatisfaction. The above finding are corroborated by Feza Tabassum and Gunjan Mohan (2012) research based on school teachers in which it was found that respondents who reported satisfaction with supervision, were also more likely to be satisfied with their jobs in general. Chieffo (1991) maintains that supervisors who allow their employees to participate in decisions that affect their own jobs will, in doing so, stimulate higher levels of employee satisfaction.

2.2.4 Co Worker

Research (Mowday , 1982), suggests that job satisfaction is related to employees' opportunities for interaction with others on the job. According to Feza Tabassum and Gunjan Mohan (2012), social relations constitute an important part of the 'social climate' within the workplace and provide a setting within which employees can experience meaning and identity.

When cohesion is evident within a work group it usually leads to effectiveness within a group and the job becoming more enjoyable. However, if the opposite situation exists and colleagues are difficult to work with, this may have a negative impact on job satisfaction. The impact of friendship on workplace outcomes is shown by results that indicate that friendship opportunities were associated with increases in job satisfaction, job involvement and organizational commitment, and with a significant decrease in intention to turnover (Luddy, 2005).

2.2.5 Work itself

A staff member may be totally happy with the job conditions and the people they work with; but may dread the work itself. The 'work itself' will play a critical role in determining how satisfied a worker is with his or her job, (Arnold and Feldman 1996:88).

Arnold and Feldman (1996:88-89), also state that employees should be trusted with some autonomy in how they carry out their tasks, which will lead to his or her job satisfaction. This will bring about individuality and sovereignty in performing a job.

Moreover, some staff members may view their job as tedious and less stimulating. Nel et al (2004:552-553), indicates that people would rather prefer a job that is interesting, challenging and would create opportunities for self- actualization and recognition.

2.2.6 Working Conditions

The worker would rather desire working conditions, which will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the workers mental and physical well-being, (Baron and Greenberg, 2003:159-160).

Robbins (2001: 453-455) advocates that working conditions will influence job satisfaction, as

employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction.

Arnold and Feldman (1996:90-91), promotes that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources form all part of working conditions. Educators may feel that poor working conditions will only provoke negative performance; since their jobs are mentally and physically demanding.

However, Arnold and Feldman (1996:90-91), warns that if working conditions are too favorable or the extreme, this could be taken for granted or ignored by most employees. In such a case the employee does not really appreciate his good working conditions, or if it is the contrary, this may not bother or affect him.

Moreover, the employee may use poor working conditions as an excuse to get back at management because they may feel that management does not appreciate or acknowledge their efforts or work done, Arnold and Feldman (1996:90-92).

Having identified the various sources of job satisfaction, it is necessary to examine how these factors influence an individual's behavior. This can be an essential aspect for the organization, as the variations in job satisfaction levels can impact negatively or positively on their jobs.

2.3 Concept of Organizational Commitment

The concept of organizational 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). In the context of the present study, organizational commitment is regarded as an attitude, as it relates to individuals' mindsets about the organization (Allen & Meyer 1990).

Gbadamosi (2003) contends that the more favorable an individual's attitudes toward the organization, the greater the individual's acceptance of the goals of the organization, as well as their willingness to exert more effort on behalf of the organization. Mathieu and Zajac (1990) believe that developing a better perception of the progression associated with organizational commitment has an effect on employees, organizations and the world in general. The level of employees' organizational commitment will possibly ensure that they are better suited to receiving both extrinsic rewards (which include remuneration and benefits) and psychological

rewards (which include job satisfaction and associations with fellow employees) related to associations. Organizational commitment is generally assumed to reduce abandonment behaviors, which include tardiness and turnover. In addition, employees who are committed to their organization may be more willing to participate in ‘extra-role’ activities, such as being creative or innovative, which frequently guarantee an organization’s competitiveness in the market (Katz & Kahn 1978).

Organizational commitment is viewed as a psychological connection that individuals have with their organization, characterized by strong identification with the organization and a desire to contribute to the accomplishment of organizational goals (Meyer & Allen 1997). Meyer and Allen’s (1991) three-component model of organizational commitment is therefore of relevance to this research. Meyer and Allen (1991) conceive of organizational commitment as reflecting three core themes, namely affective, continuance and normative commitment. Commitment can be seen as an affective point of reference towards the organization (affective commitment), acknowledgement of the consequences of leaving the organization (continuance commitment), and an ethical responsibility to stay with the organizations (normative commitment) (Meyer & Allen 1991).

Affective commitment is the individual’s psychological or emotional connection to, identification with and participation in the organization (Meyer & Allen 1997). Employees who are affectively committed to the organization will probably carry on working for it because they want to (Meyer & Allen 1991). Individuals who are dedicated at an emotional level usually remain with the organization because they see their individual employment relationship as being in harmony with the goals and values of the organization for which they are currently working. Affective commitment development involves identification with the organization and internalization of organizational principles and standards (Beck & Wilson 2000).

Continuance commitment is regarded as an awareness of the costs associated with leaving the organization (Meyer & Allen 1997). Because of the individual’s awareness or consideration of expenses and threats linked to leaving the organization, continuance commitment is considered to be calculative (Meyer & Allen 1997). Individuals with continuance commitment remain with a specific organization because of the money they as employees earn as a result of the time spent in the organization, and not because they want to. This differs from affective commitment, where

individuals remain with an organization because they want to and because they are familiar with the organization and its principles.

Normative commitment can be explained as a sense of responsibility to continue employment with a specific organization (Meyer & Allen 1997). The internalized idea of responsibility and commitment allows employees continued membership that is appreciated by a specific organization (Meyer & Allen 1997). The normative element is seen as the commitment individuals consider morally appropriate regarding their remaining with a specific organization, irrespective of how much status improvement or fulfillment the organization provides the individual over the years (March & Mannari 1977).

2.4 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).

Besides that, [Dubinsky et al \(1990\)](#) using U.S, Japanese and Korean samples also reported a significant relationship between job satisfaction and organizational commitment. This finding may imply that nationality may have only minimal explanatory power with respect to this relationship. Based on literature review and research objectives, the following hypotheses were derived:

Hypothesis1. There is a significant positive relationship between job satisfaction and affective organizational commitment.

Hypothesis2. There is a significant positive relationship between job satisfaction and continuance organizational commitment.

Hypothesis3. There is a significant positive relationship between job satisfaction and normative organizational commitment.

Hypothesis4. Key demographic variables (Age, Education level or service years) are not related to affective, normative and continuance organizational commitment.

2.5 Empirical Review

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).

Several research findings suggest that certain demographic factors such as age and work experience significantly related to organizational commitment (McCue and Wright, 1996; Mannheim, et. al., 1997; Morrow, 1993; Dockel, 2003; Chughtai and Zafar, 2006;; Azeem, 2010; Iqbal, 2010; kanchana and Panchanatham, 2012)

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; Vanderberg & 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 specifically in the community pharmacy sector in Ethiopia particularly in Addis Ababa. Therefore, the purpose of this study is to examine how job satisfaction affects organizational commitment.

2.6 Theoretical Framework

Based upon the literature review, there is a need to examine how job satisfaction affects organizational commitment of pharmacists working in selected community pharmacies in Addis Ababa. . The conceptual framework below will offer the conceptual foundation to explore more to factors the effect of job satisfaction on organizational commitment of pharmacists. The relationship between the variables is displayed in Figure 1 as job satisfaction is posited as bases for the formation of affective, continuance, and normative organizational commitment.

2.6.1. Independent Variable

Independent variable consists of one variable that is mean of job satisfaction factors.

2.6.2 Dependent Variable

Dependant variable consists of organizational commitment. The theoretical framework for this study is shown in figure below.

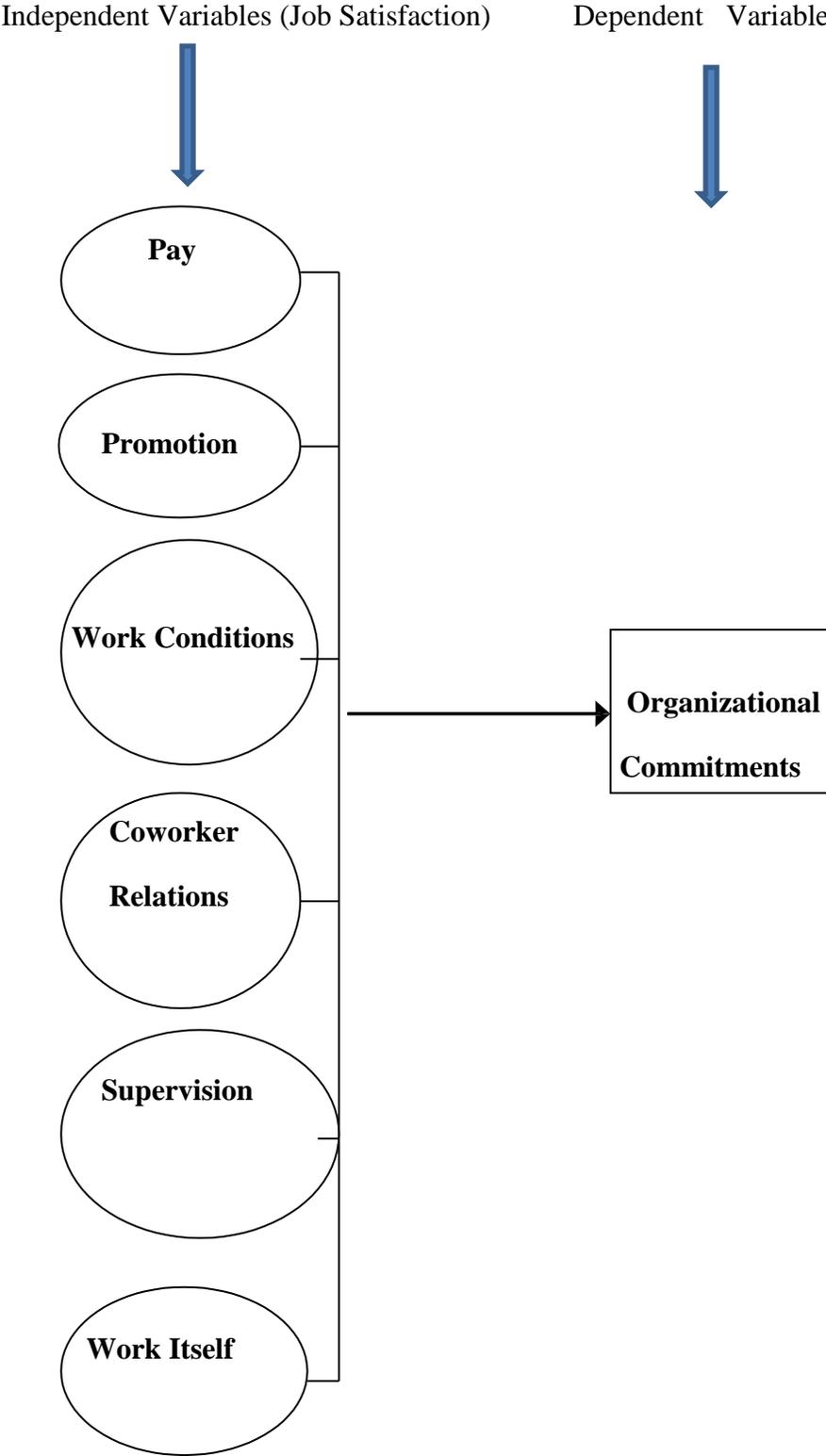


Figure: Conceptual Framework of job satisfaction and organizational commitment

2.7 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.

HO1: There is a significant positive relationship between job satisfaction and affective organizational commitment.

HO2: There is a significant positive relationship between job satisfaction and continuance organizational commitment.

HO3: There is a significant positive relationship between job satisfaction and normative organizational commitment.

HO4: Key demographic variables (Age, Education level or service years) are not related to affective, normative and continuance organizational commitment.

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

The study was explanatory because it tries to examine the relationship between organizational commitment and job satisfaction and to establish any association amongst them. It also gathered, presented and interpreted information for the purpose of clarification. The instrument used in the study was a survey questionnaire and was analyzed using SPSS 16 for any implication.

3.2 Sources of Data

Primary data and secondary data were used in this study. According to Sekaran (2003), data that are 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 pharmacists working in selected community pharmacies in Addis Ababa, Ethiopia.

Secondary data refer to the data that are gathered through existing sources by someone than the researcher conducting the current study such as company record, publication, industry analysis offered by the media, web publications and so on (Sekaran, 2003). The advantage of using this type of data is the fact that the data is accurate and ready to be used. Besides that, it is less time consuming and cheap to obtain the secondary data, as it is already prepared by other experts. At times, secondary data can also give an insight to the researcher on the subject matters from

difference perspective. For this study, researcher gathered the secondary data from websites and articles which are relevant and able to support the literature review.

The study focused on identifying the relationship between organizational commitment and job satisfaction among pharmacists working in selected community pharmacies in Addis Ababa. Thus, the unit of analysis is at individual level among pharmacists working in selected community pharmacies in Addis Ababa.

3.3 Target Population

Population is the entire group of people to which a researcher intends the results of a study to apply. Therefore, the target populations of this research were Pharmacists working in community pharmacies in Addis Ababa. Only one pharmacist from each community pharmacy was included in the study for convenience.

3.4 Sample size and Sampling Technique

The researcher adopted the survey type of research in which samples from the target population were used for the study. Israel Glen D. (1992) provides a simplified formula to calculate the sample size. The sample was computed based on the following formula:-

$$n = N / 1 + N (e^2)$$

Where n = size of sample

$$e = \text{maximum tolerable sampling error} = 5\% (0.05)$$

$$N = \text{Population size}$$

$$n = 250 \times 1 / 1 + 250(0.05 \times 0.05)$$

$$n = 166$$

Based on the formula, samples of 166 elements were selected from a targeted population of 250. The study adopted a convenient sampling method to select elements. This is preferred to get the maximum respondents from participants because the researcher works something related with the respondents.

3.5 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 five sections to study the characteristics of the important variables in identifying the relationship between organizational commitment and job satisfaction among pharmacists working in community pharmacies. .

Section A of the questionnaire comprised of demographical background of the respondents. It consists of gender, age, educational levels and working experience. Whereas section B, C, D and E of the questionnaire are part of the instrument that were aimed to test the variables constructed. Section B of the questionnaires presents item of job satisfaction. Section C seeks to measure the affective organizational commitment, Section D seeks to measure continuance organizational commitment and Section E seeks to measure the 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• Educational Level• Service Years	4
B	Job satisfaction	7
C	Affective commitment	7
D	Continuance commitment	7
E	Normative commitment	6

Source: 1. Allen and Meyer, 1990; 3 measures

2. Taylor and Bowers, 1972; 1 measure

A total of 4 measures were selected from established sources. These include measures of organizational commitment (Allen and Meyer, 1990; 3 measures) and general job satisfaction (Taylor and Bowers, 1972; 1 measure). In addition, a set of 4 items of demographic information was also included.

Table 3.2 Measurement Items

Variables	Total No of Items	Scales	Sources
Job Satisfaction	7	Five Point Likert Scale (1-5)	Allen and Meyer,(1990)
Affective commitment	7	Five Point Likert Scale (1-5)	Allen and Meyer,(1990)
Continuance commitment	7	Five Point Likert Scale (1-5)	Allen and Meyer,(1990)
Normative commitment	6	Five Point Likert Scale (1-5)	Taylor and Bowers (1972)

Source: 1. Allen and Meyer, 1990; 3 measures

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 he/she 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

3.6 Procedure of Data Collection

In this study, data was collected using a structured questionnaire which consisted of 31 items. The permissions from owner of the pharmacies were set before distributing the questionnaires. The questions are written in English. The questionnaires were distributed to the pharmacists

and the researcher explained to the participants their roles in evaluating their organizational commitment and job satisfaction to the question in the questionnaires. The respondents are given two days to answer and return the questionnaire to the researcher by hand at the location after two days. On average, it took 10 minutes to answer the items in the questionnaire.

3.7 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. The researcher made change or replaces the construction of some items in the questionnaire based on the consultation of feedback received from advisor and relevant secondary sources.

A pilot test has been conducted in 20 community pharmacies in Bole sub city. 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 (0.72).

Table 3.5 Reliability Statistics for each Variable

S.NO	Data Type	Cronbach’s Alpha	N of Items
1	Whole Survey	.726	27
2	Whole Survey	.714	27
3	Whole Survey	.723	27
4	Whole Survey	.744	27

Source: Own Survey, 2017

3.8 Data Analysis Techniques

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

This is 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 will be used as it is the most well accepted reliability test tools applied by social researcher (Sekaran, 2003). 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

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
- to 0.09 – very low relationship

Finally, Multiple Regression Analysis was conducted to examine the relationship between organizational commitment and job satisfaction among pharmacists working in selected community pharmacies in Addis Ababa.

This study has used a regression model to estimate or predict dependent organizational commitment variables from the average value of job satisfaction factors.

The equation of multiple regressions on this study is generally built around two sets of variable, namely independent variable (job satisfaction) and dependent variables (affective commitment, continuance commitment and normative commitment). 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.

Table 3.4 Independent and Dependent Variables

Independent Variable	Dependent Variables
Job satisfaction	Affective Organizational Commitment
	Continuance Organizational Commitment
	Normative Organizational Commitment

Organizational Commitment (affective, continuance and normative commitment) = f (Job satisfaction).

$$OC = \alpha + \beta JS + E$$

Where

α is intercept term

JS= Job Satisfaction

OC=Organizational commitment in the form of AC, CC and NC

E= model error term

α is the intercept term- it gives the mean or average effect on JS of all the variables excluded from the equation, although its mechanical interpretation is the average value of JS when the stated independent variables are set equal to zero.

β refer to the partial regression coefficient of the independent variable which measures the change in the mean value of OC, per unit change in the independent variable.

In order to determine the extent to which the explanatory variable explains the variance in the explained variables, multiple regression analysis will be performed.

3.9 Ethical Considerations

Ethical consideration plays an important role during data collection time. Researcher was aware 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 are assured that the information they provide was kept confidential. All potential study participants informed about the procedure that was used in the study and the researcher explained the objectives and significance of the study to the respondents. The researcher removed the respondents' information that requires identification of names and other identity.

CHAPTER FOUR

DATA INTERPRETATION AND ANALYSIS

This chapter describes the results of the data analysis. The Statistical Package for Social Sciences Version 16 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 Profile of Respondents

Out of 166, a total of 140 community pharmacists responded to the survey questions, which made up a response rate of the study at 84.3 %.

From the demographic data, 56.4 % of respondents were female while 43.6% of respondents were male. This might indicate that the number of female pharmacists is higher than the number of male pharmacists working in community pharmacy set up in Addis Ababa. The majority of respondents belong to the 26-30 years age group (46.7%), followed by 25 and below years age group (33.3%), 36 to 40 years age group (10 %), 31 to 35 years age group (6.7%) and 41 years above age group (3.3%). It is possible to extrapolate from the result that the community pharmacy service is filled with more young generation pharmacists and 96.7% of the survey respondents belong to less than 40 years of age.

The majority of respondents have Bachelors Degree 93.3% and 6.7 % of the respondents have Masters Degree. This result shows that the majority of community pharmacists are undergraduate pharmacists.

In terms of length of service, majority of the respondents (60 %) have 1 to 5 years experience, followed by 20% for 6 to 10 years, 10% for 11 to 15 years, and 6.7 % for below 1 year and 3.3% had more than 21 years job experience.

Table 4.1 Profile of Respondents

		Frequency N=140	Percentage (%)
Gender	Male	61	43.6
	Female	79	56.4
Age	25 years and below	47	33.3
	26 years to 30 years	65	46.7
	31 years to 35 years	9	6.7
	36 years to 40 years	14	10
	41 years and above	5	3.3
Educational Level	Bachelors Degree	131	93.3
	Masters Degree	9	6.7
Service Years	Below 1 year	9	6.7
	1to 5 years	84	60
	6 to 10 years	28	20
	11 to 15 years	14	10
	More than 21 years	5	3.3

Source: Own Survey, 2017

4.2 Analysis of Collected data

4.2.1 Descriptive Analysis

The summary of the descriptive statistics is shown in Table 4.4. All variables are evaluated based on a 5-point scale (1 being strongly disagreed to 5 being strongly agreed). The results show that the mean on affective commitment was 4.84 with SD = .73, the mean for continuance commitment was 4.59 with SD = .80, the mean for normative commitment was 4.72 with SD = .67 and the mean and standard deviation for job satisfaction was 4.80 and .52 respectively. The standard deviations of the variables are reasonably similar, ranging from 0.52-0.80.

Table 4.2 Overall Descriptive statistics of study variables

	N	Minimum	Maximum	Mean	Standard Deviation
Job Satisfaction	140	2.71	4.88	4.86	0.52
Affective Commitment	140	2.68	4.82	4.80	0.73
Continuance Commitment	140	2.34	4.70	4.59	0.80
Normative Commitment	140	2.17	4.83	4.72	0.67
Valid N	140				

Source: Own Survey, 2017

4.2.2 Correlation Analysis Result

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 Moment. According to Cohen (1988), r ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r 0.30 to 0.49 may be regarded as indicating a moderate degree of

correlation and r ranging from 0.50 to 1.00 may be regarded as a high degree of correlation. Pearson Correlation was used to investigate the inter-relations amongst the variables.

The relationship between job satisfaction and affective organizational commitment, continuance commitment, and normative organizational commitment were investigated. Table 4.5 shows there is significant positive relationship between Job satisfaction and affective organizational commitment. ($r=.501$, $n=140$ at $P<0.01$). It also shows that there is significant positive relationship between the mean of the items of job satisfaction variable and the mean of the items of normative organizational commitment variable ($r=.513$, $n=140$ at $P<0.01$). There was no significant positive relationship observed between the mean of the items of job satisfaction variable and the mean of the items of continuance organizational commitment variable. ($r=.135$, $n=140$).

The relationship between key demographic variables namely age, education level and service years with affective organizational commitment, continuance organizational commitment, and normative organizational commitment were investigated. Table 4.4 shows there is no significant positive relationship between age and affective organizational commitment. ($r=.036$, $n=140$), age and normative organizational commitment ($r=.039$, $n=140$) as well as age and continuance organizational commitment ($r=.041$, $n=140$). It was also discovered that there is no significant positive relationship between educational level and affective organizational commitment variable ($r=.081$, $n=140$), educational level and normative organizational commitment ($r=.089$, $n=140$) as well as educational level and continuance organizational commitment ($r=.067$, $n=140$). There was no significant positive relationship observed between service years and affective organizational commitment variable ($r=.124$, $n=140$), service years and normative organizational commitment ($r=.072$, $n=140$) as well as service years and continuance organizational commitment variable ($r=.004$, $n=140$).

Table 4.3 Pearson-product moment correlation: Job satisfaction and Organizational commitment (Affective, Normative and Continuance organizational commitment).

	Affective Organizational Commitment	Normative Organizational Commitment	Continuance Normative Commitment
Job satisfaction	.501	.513	.135
P Value	0.001	0.001	0.296
N (respondents)	140	140	140

Source: Own Survey, 2017

Table 4.4 Pearson-product moment correlation: Key Demographic variables and Organizational commitment (Affective, Normative and Continuance organizational commitment).

Key Demographic variables	Affective Organizational Commitment	Normative Organizational Commitment	Continuance Normative Commitment
Age	.036 (Sig 2 tailed .674)	.039 (Sig 2 tailed .644)	.041(Sig 2 tailed .631)
Education level	.081(Sig 2 tailed .344)	.089(Sig 2 tailed .297)	.067(Sig 2 tailed .234)
Service years	.124(Sig 2 tailed .144)	.072(Sig 2 tailed .396)	.004(Sig 2 tailed .960)
N (respondents)	140	140	140

H1 can be stated as

Null: There is no significant positive relationship between job satisfaction and affective organizational commitment.

Alternative: There is significant positive relationship between job satisfaction and affective organizational commitment.

As shown in table 4.3, because the correlation coefficient r is positive and 0.501, the researcher knows that the relationship between job satisfaction and affective organizational commitment of

pharmacists working in selected community pharmacies in Addis Ababa is significant and positive. Hence H1 is supported by the result of the study, with a statistical significance of 0.001(P value). The strength of the relationship is high (0.501).The result implies that the more pharmacists are satisfied with their job as measured by the job satisfaction facets in this study, the more will be the psychological or emotional connection to, identification with and participation in the organization they work (affective organizational commitment).

H2 can be stated as

Null: There is no significant positive relationship between job satisfaction and continuance organizational commitment.

Alternative: There is significant positive relationship between job satisfaction and continuance organizational commitment.

As shown in table 4.3, H3 is rejected by the result of the study. Although the correlation coefficient is positive, it is not significant (P value is 0.296). This clearly indicates that there is no significant relationship between the facets of job satisfaction in this study and the continuance organizational commitment in those pharmacists working in selected community pharmacies in Addis Ababa.

H3 can be stated as

Null: There is no significant positive relationship between job satisfaction and normative organizational commitment.

Alternative: There is significant positive relationship between job satisfaction and normative organizational commitment.

As shown in table 4.3, because the correlation coefficient r is positive and 0.513, the researcher knows that the relationship between job satisfaction and normative organizational commitment of pharmacists working in selected community pharmacies in Addis Ababa is significant and positive. Hence H3 is supported by the result of the study, with a statistical significance (0.001 of P value). The strength of the relationship is high (0.513).The result shows that if the pharmacists in community pharmacies are satisfied in their job, they will feel a sense of responsibility to continue employment in the current pharmacies they are working.

H4 can be stated as

Null: Key demographic variables (Age, Education level or service years) are positively related to affective, normative and continuance organizational commitment.

Alternative: Key demographic variables (Age, Education level or service years) are not positively related to affective, normative and continuance organizational commitment.

As shown in table 4.4, H4 is rejected by the result of the study. Although the correlation coefficients are all positive for the three demographic variables, they were not significant as depicted in their respective p values. This clearly indicates that there is no relationship between the key demographic variables and all the three types of organizational commitment variables in those pharmacists working in selected community pharmacies in Addis Ababa.

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 inflection 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.

A multiple regression was conducted to determine if job satisfaction variables significantly predict affective organizational commitment, continuance organizational commitment and normative organizational commitment.

Table 4.5 regress job satisfaction as independent variable on affective organizational

commitment, continuance organizational commitment and normative organizational commitment as dependent variables separately.

Table 4.5 shows that job satisfaction ($\beta=0.501$; $P=0.00$) variable positively predict affective organizational commitment by explaining 24.9% of the variance. It also shows that job satisfaction ($\beta=0.501$; $P=0.00$) variable positively predict normative organizational commitment by explaining 24.9% of the variance.

This observation from the multiple regression analysis is also align with the Pearson-product moment correlation coefficients reported in table 4.5 where job satisfaction had significant correlation with affective and normative organizational commitments.

Table 4.5 Multiple Regression Analysis Results

Variables	Standardized Beta Standardization	Adjusted R square	F Value	R	P Value
Affective Commitment					
Job satisfaction	.501	.245	46.146	.501	.000
Continuance Commitment					
Job satisfaction	-.089	.001	1.10	.089	.296
Normative Commitment					
Job satisfaction	.501	.245	46.146	.501	.000

Source: Own Survey, 2017

The result from multiple regression analysis in Table 4.5 indicates that there exists statistically significant positive relationship between job satisfaction and affective commitment as well as job satisfaction and normative commitment on job satisfaction. Thus, H1 and H3 are supported by the result of the study whereas H2 is rejected.

4.3 Discussion

Based on the findings of the study, there exist significant positive relationship between job satisfaction and affective and normative commitment variables. The positive relationship observed between job satisfaction and affective organizational commitment variables suggest that community pharmacists who are satisfied with pay, promotion, supervision, relationship with coworkers and working conditions seem to feel emotional attached and involved with their pharmacy in which they are operating. These results are in line with findings reported by Spector (2008) that job satisfaction relates most strongly to affective commitment. The findings may be endorsed to the idea that both job satisfaction and affective commitment relate to an individual mind-set towards their job.

Similarly, the positive relationship observed between job satisfaction and normative commitment variables indicates that community pharmacists who are satisfied with pay promotion, supervision, relationship with coworkers and working conditions seem to feel more obliged to remain in their working place because of their moral commitment to do so irrespective of how much status improvement or fulfillment the pharmacies provide the community pharmacies over the years.

The absence of a significant relationship between job satisfaction and continuance organizational commitment variables indicates that community pharmacists desire to stay with their respective pharmacies due to their affective and normative commitment may be a result of their satisfaction with factors of job satisfaction rather than the costs connected with leaving their respective pharmacies (Meyer and Allen 1997). The findings of this study align with research conducted by Meyer et. al (2002), which indicates that job satisfaction is significantly and positively correlated with affective and normative commitment and negatively related with continuance organizational commitment.

Age is found to have no impact on organizational commitment variables in this study. Similar to age, service years of respondents had also no influence toward the current level of job satisfaction. Education levels in the organization produced similar results. Based on the results in this study, it revealed that key demographic variables seemed to have very little or no linkage with affective, normative and continuance organizational commitment.

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 140 community pharmacists from some selected pharmacy shops in Addis Ababa, the findings cannot be generalized to all members of community pharmacists across the country and the whole pharmaceutical sector. Future researchers should conduct longitudinal studies to establish the relationship between study variables. It is advisable that representative sample from the public and private community pharmacies across the country to be taken to ensuring external validity of the study findings.

CHAPTER FIVE

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 effect of job satisfaction on organizational commitment among community pharmacists working in selected pharmacies in Addis Ababa. Subsequently the chapter ends with conclusions and some relevant recommendations for both the management, owners of community pharmacies as well as for future researchers.

5.1 Summary of the Major Findings

The main aim of this study is to investigate the effect of job satisfaction on affective, continuance and normative commitment and to identify which among the three components of organizational commitment is highly affected by job satisfaction. This study attempts to satisfy the following objectives:

- To determine the relationship between job satisfaction and affective commitment
- To find out the relationship between job satisfaction and normative commitment
- To determine the relationship between job satisfaction and continuance commitment
- To assess the impact of key demographic variables on job satisfaction and organizational commitment
- To suggest general recommendations to all concerned parties

The research study has addressed that there exist significant positive relationship between job satisfaction and affective and normative commitment variables. The positive relationship observed between job satisfaction and affective organizational commitment variables suggest that community pharmacists who are satisfied with pay promotion, supervision, relationship with coworkers and working conditions seem to feel emotional attached and involved with their pharmacy in which they are operating.

Significant positive relationship was also observed between job satisfaction and normative commitment variables indicates that community pharmacists who are satisfied with pay promotion, supervision, relationship with coworkers and working conditions seem to feel more obliged to remain in their working place because of their moral commitment to do so irrespective of how much status improvement or fulfillment the pharmacies provide the community pharmacies over the years.

The absence of a significant relationship between job satisfaction and continuance organizational commitment variables indicates that community pharmacists desire to stay with their respective pharmacies due to their affective and normative commitment may be a result of their satisfaction with factors of job satisfaction rather than the costs connected with leaving their respective pharmacies (Meyer and Allen 1997) .

5.2 Conclusions

The findings of the present study indicate affective and normative organizational commitments of community pharmacists working in selected community pharmacies will be affected by the factors of job satisfaction stated in the study namely pay, promotion, supervision, relationship with coworkers and working conditions. If pharmacists are satisfied with pay, promotional opportunities, working conditions, supervision, work itself and relationship with coworkers, they will organizationally commit themselves. In practical terms, the new inputs gained from observing the relationship between the studied job satisfaction factors and affective and normative commitment can be utilized in the retention of the best talented pharmacists in their respective community pharmacies.

5.3 Recommendations

The result suggest that in order to create a working environment that encourages community pharmacists to stay in their respective community pharmacies by emotional connection and normative commitment to their organization, managers and owners of community pharmacies should provide and keep on giving fair payment, favorable working condition and provide

meaningful work tasks .

Moreover, managers should motivate employees to be more helpful, considerate, friendly and good-natured to their co-workers and supervisors, because this would increase the employees' job satisfaction and may motivate the urge to help out other co-workers. Indeed, providing sufficient opportunity for promotion to employees would significantly increase job satisfaction because promotions reflect valued signals about a person's self-worth. These activities significantly be of assistance to emotionally and socially attach pharmacists to stay in the community pharmacies they are working and serving patients, the ultimate customer of healthcare organizations.

The present study was limited to surveying the relationship between organizational commitment and job satisfaction of community pharmacies in selected community pharmacies in Addis Ababa. Hence, it would be beneficial to consider the following suggestions:

- Future research effort should focus on obtaining a larger and more representative number of community pharmacists across the country.
- Given the descriptive and explanatory 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.

5.5 References

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5.5 Appendix: Survey Questionnaire



St. Mary's University ቅድስት ማርያም ዩኒቨርሲቲ
Committed to Excellence

SCHOOL OF GRADUATE STUDIES DEPARTMENT OF GENERAL MANAGEMENT MBA PROGRAM Questionnaire for job satisfaction and organizational commitment of pharmacists

My Name is Daniel Yami and I am writing a research thesis as a partial fulfillment for MBA program from School of Graduate studies, Saint Mary's University.

I am conducting a study on the topic: The effect of Job Satisfaction on organizational Commitment of pharmacists working in selected community pharmacies in Addis Ababa.

Thus, the main purpose of this questionnaire is only to collect relevant information for this research work. You are, therefore kindly requested to fill the questionnaire based on the necessary information related to the study. The success of this study directly depends up on your honest and genuine response to each Question. Each data you supply will be used only for the purpose of academic issue and also treated with utmost confidentiality.

Section A- Personal Information

1. Sex Male Female
2. Age
 - a) 25 and below
 - b) 26 – 30
 - c) 31 – 35
 - d) 36 – 40

e) 41 and above

3. Educational Level

a) Degree

b) MBA/MSc

4. Service years

a) Below 1 year

b) 1 – 5 years

c) 6-10 years

d) 11- 15 years

e) 16 – 20 years

f) More than 21 years

Section B Items related to job satisfaction of pharmacists are listed below.

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

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

<i>No</i>	<i>Items</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
1	All in all, I am satisfied with the persons in my work group.					
2	All in all, I am satisfied with my immediate supervisor.					
3	All in all, I am satisfied with my job now.					
4	All in all, I am satisfied with the working conditions this organization.					
5	Considering to my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization.					

6	All in all, I am satisfied with the fair promotional opportunities this organization.					
7	I never thought to leave this organization even the condition of this company is not stable for this moment.					

Pharmacists' organization Commitment Questioners

Section C Items that focused on pharmacists' affective commitment in the pharmacy are listed below; please show your position from the given alternatives.

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

1= strongly disagree 2 =disagree 3= undecided 4 = agree and 5= strongly agree.

<i>No</i>	<i>Items</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
1	I would be happy to spend the rest of my career with this organization.					
2	I enjoy discussing my organization with people outside it.					
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 to me.					
7	I do feel a strong sense of belonging to this organization.					

Section D Items that focused on pharmacists continuance commitment in the pharmacy are listed below; please show your position from the given alternatives

<i>No</i>	<i>Items</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
8	I am afraid of what might happen if I quit my job without having another one lined up.					
9	It would 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 I wanted to leave this organization now.					
11	Right now, staying with this organization is a matter of necessity as much as desire.					
12	I feel that I have too few options to consider leaving this organization.					
13	One of the few serious consequences of leaving this organization would be scarify 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.					

Section E: Item that focused on Pharmacists' Normative commitment in the pharmacy are Listed below ; please show your position from the given alternatives

No	Items	1	2	3	4	5
15	I think people these days move from company to company too often.					
16	I do believe that person must always be loyal to his/her organization.					
17	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.					
18	If I got another offer for a better job elsewhere I would not feel it was right to leave the organization.					
19	I was taught to believe in the value of remaining loyal to one organization.					
20	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 when people stayed with one organization for most of their career					

Thank you