



St. Mary's  
University ቅዱስት ማርያም  
የኢኮኖሚክስ  
*Committed to Excellence*

**ST. MAR'S UNIVERSITY  
SCHOOL OF GRAGUATE STUDIES  
PROGRAM OF MARKETING MANAGEMENT**

**THE EFFECT OF WORKING ENVIRONMENT ON EMPLOYEES'  
COMMITMENT: THE CASE OF EDUCATION AND TRAINING  
AUTHORITY (ETA)**

**BY:  
MELKAMU AYELE**

**JULY, 2022**

**SMU**

**ADDIS ABABA, ETHIOPIA**

**THE EFFECT OF WORKING ENVIRONMENT ON EMPLOYEES'  
COMMITMENT: THE CASE OF EDUCATION AND TRAINING  
AUTHORITY (ETA)**

**BY:  
MELKAMU AYELE**

**ADVISOR:  
EPHREM ASSEFA (PHD)**

**A THESIS SUBMITTED TO THE DEPARTMENT OF MARKETING  
MANAGEMENT, ST.MARY'S UNIVERSITY, IN PARTIAL  
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF  
MASTER OF ART DEGREE IN MARKETING MANAGEMENT**

MAY, 2022

SMU

ADDIS ABABA, ETHIOPIA

**ST. MAR'S UNIVERSITY**  
**SCHOOL OF GRAGUATE STUDIES**  
**PROGRAM OF MARKETING MANAGEMENT**

**THE EFFECT OF WORKINGENVIRONMENT ON EMPLOYEES'  
COMMITMENT: THE CASE OF EDUCATION AND TRAINING  
AUTHORITY (ETA)**

**BY:**  
**MELKAMU AYELE**

**Approved by:**

_____	_____	_____
<b>Department Head</b>	<b>Signature</b>	<b>Date</b>
_____	_____	_____
<b>Advisor</b>	<b>Signature</b>	<b>Date</b>
_____	_____	_____
<b>Internal Examiner</b>	<b>Signature</b>	<b>Date</b>
_____	_____	_____
<b>External Examiner</b>	<b>Signature</b>	<b>Date</b>

<b>TABLES OF CONTENTS</b>	<b>Pages</b>
<b>LIST OF ACRONYMS</b> .....	i
<b>LIST OF TABLES</b> .....	ii
<b>LIST OF FIGURES</b> .....	iii
<b>DECLARATION</b> .....	iv
<b>ENDORSEMENT</b> .....	v
<b>ACKNOWLEDGEMENTS</b> .....	vi
<b>ABSTRACT</b> .....	vii
<b>CHAPTER ONE</b> .....	1
<b>INTRODUCTION</b> .....	1
1.1 Background of the Study.....	1
1.2 Backgrounds of the Organization .....	2
1.2.1 The Vision, Mission and Organizational Values of ETA are stated as Follows: .....	3
1.3 Statement of the Problem.....	4
1.4 Research Questions.....	6
1.5 Research Objectives.....	6
1.5.1 General Objective .....	6
1.5.2 Specific Objectives.....	6
1.6 Significance of the Study .....	7
1.7 Scope and Limitation of the Study .....	7
1.8 Limitation of the Study .....	8
1.9 Organization of the Study .....	8
1.10 Definition of Key Terms .....	8
<b>CHAPTER TWO</b> .....	10
<b>REVIEW OF RELATED LITERATURE</b> .....	10
2.1 Theoretical Literature.....	10
2.2 Dimensions of Work Environment .....	11
2.2.1 Physical Work Environment.....	11
2.2.2 Psychological Work Environment .....	14
2.2.3 External Work Environment.....	16
2.3 Theoretical Foundation of the Study.....	17
2.3.1 Social Exchange Theory.....	17
2.3.2 Human Relations Theory .....	18

2.4 Employee Commitment .....	18
2.4.1 The Concept of Employee Commitment .....	18
2.4.2 Dimensions of Employee Commitment .....	19
2.4.2.1 Affective Commitment .....	19
2.4.2.2 Normative Commitment .....	20
2.4.2.3 Continuance Commitment .....	20
2.5 Empirical Literature .....	21
2.6 Knowledge Gap .....	23
2.7 Conceptual Framework of the Study .....	24
2.8 Research Hypothesis .....	26
<b>CHAPTER THREE</b> .....	<b>28</b>
<b>RESEARCH METHODOLOGY</b> .....	<b>28</b>
3.1 Research Approach and Design .....	28
3.1.1 Research Approach .....	28
3.1.2 Research Design .....	28
3.2 Population and Sample Size .....	28
3.2.1 Population .....	28
3.2.2 Sampling Size .....	29
3.3 Data Sources and Data Collection Methods .....	29
3.3.1 Data Sources .....	29
3.3.2 Data Collection Method .....	29
3.4 Reliability and Validity of Data Collection Instruments .....	29
3.4.1 Reliability of Data Collection Instruments .....	29
3.4.2 Validity of Data Collection Instruments .....	31
3.5 Methods Data Analysis .....	31
3.6 Ethical Considerations .....	32
<b>CHAPTER FOUR</b> .....	<b>33</b>
<b>DATA PRESENTATION, ANALYSIS AND INTERPRETATION</b> .....	<b>33</b>
<b>INTRODUCTION</b> .....	<b>33</b>
4.1 Response Rate .....	33
4.2 Background Information of the Respondents .....	33
4.3 Descriptive Analysis .....	35
4.4 Inferential Statistics .....	36

4.4.1 Correlation Analysis.....	36
4.5 Analysis of Variance (ANOVA) Test.....	38
4.6 Assumptions of Linear Regression Analysis.....	39
4.6.1 Normality Test.....	40
4.6.2 Linearity Test.....	41
4.6.3 Homoscedasticity Test .....	42
4.6.5 No Autocorrelation Test .....	43
4.7 Multiple Regression.....	43
4.8 Summary of Regression Result and Hypothesis Testing .....	45
4.9 Discussion .....	46
<b>CHAPTER FIVE.....</b>	<b>48</b>
<b>SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>48</b>
<b>INTRODUCTION.....</b>	<b>48</b>
5.1 Summary of Findings.....	48
5.2 Conclusions .....	49
5.3 Recommendations.....	49
5.4 Suggestions for Further Studies.....	50
<b>References.....</b>	<b>51</b>
<b>Appendix A: Questionnaire.....</b>	<b>54</b>
<b>Appendix B: Descriptive Statistics for Each Items.....</b>	<b>57</b>

## **LIST OF ACRONYMS**

<b>ETA</b>	Education and Training Authority
<b>ANOVA</b>	Analysis of Variance
<b>PWE</b>	Physical Work Environment
<b>PsWE</b>	Psychological Work Environment
<b>EWE</b>	External work environment
<b>EC</b>	Employee Commitment
<b>MN</b>	Mean
<b>SD</b>	Standard Deviation
<b>SPSS</b>	Statistical Package for the Social Science

## LIST OF TABLES

Table 3.1: The Reliability of Data Collection Instruments.....	29
Table 3.2: Rule of Thumb of Cronbach's Alpha .....	29
Table 3.3: Reliability statistics Results of the Study.....	30
Table 4.1: Demographic of Respondents.....	33
Table 4.2: Best Level of Ranking Descriptive.....	34
Table 4.3: Descriptive Statistics of the Variables.....	34
Table 4.4: Ranges for Correlation Coefficients and Strength of Correlations.....	36
Table 4.5: Pearson's Correlation Coefficient .....	36
Table 4.6: Analysis of Variance (ANOVA).....	37
Table 4.7: Durbin Watson test Result.....	42
Table 4.8: Model Summary.....	42
Table 4.9: Coefficients Regression Analysis.....	43



## LIST OF FIGURES

Figure 2.1: Conceptual Framework of Work Environment Factors and Employee Commitment.....	24
Figure 4.1: Normality Test.....	39
Figure 4.2: Linearity Test.....	40
Figure 4.3 Homoscedasticity Test.....	41

## **DECLARATION**

I declare that this thesis is my original work, prepared under the guidance of Dr. Ephrem Assefa. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution for the purpose of earning master degree.

**Name** \_\_\_\_\_

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

**St. Mary's University, Addis Ababa**

**July, 2022**

## **ENDORSEMENT**

This thesis has been submitted to St. Mary's University, School of Graduate Studies Program of Marketing Management for examination with my approval as a University advisor.

**Advisor** \_\_\_\_\_

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

**St. Mary's University, Addis Ababa**

**July, 2022**

## **AKNOWLEDGEMENTS**

First, I greatly want to thank God and his mother St. Virgin Marry for unrestricted help and strength has given to me. Secondly, I would like to express my profound gratitude to ETA's top management group giving this chance to learn my Masters in Marketing Management, especially Dr, Andualem Admassie, for supporting and encouraging me study the course. Besides, I would like to acknowledge my family, especially, my Father and my Mother, who have supported me in all aspects for my study.

And I would like to express my sincere gratitude to my thesis advisor Dr. Ephrem Assefa for his immediate, fruitful response and helpful guidance. Finally, my sincere thanks also goes to Education and training Authority employees who contribute to this paper by providing correct information that build this thesis a valuable document.

## **ABSTRACT**

*The aim of this study was to investigate the effects of work environment on employee commitment in Education and Training Authority found around Shero Meda, Addis Ababa. Quantitative research approach with explanatory research design was adopted in carrying out this research. Data was collected from thirteen directorates to address research objectives of the study using self-administered questionnaire from employees by choosing the most valuable employees by their level of positions in the authority. The collected data were analyzed using descriptive statistics, Pearson correlation and regression analysis through statistical package for social science (SPSS) version 20. The study used three major work environment factors including: physical work environment, psychological work environment and external work environment as predictor variables and employee commitment as dependent variable. The finding of the research highlights that there is strong relationship between physical work environment, psychological work environment and employee commitment while, some moderate relationship is revealed between external work environment and employee commitment. Based on the findings of study, recommendations made for the top management of education and training authority: physical work environment (in terms of work load, wage scale and recreational facilities) should be made sure that they stay at an acceptable level so as employees don't get distracted or bothered by them on their job).*

**Key-words:** Education and Training Authority, Employee Commitment, Work Environment

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Work environment is a place that people get together and works or it is a place or center of people interaction. According to Heath (2006), this environment involves the physical location as well as the immediate surroundings, behavioral procedures, policies, rules, culture, resources, working relationships, work location, all of which influence the ways employees perform their work. Work environment includes policies, resources, rules, internal and external environment factors that impacts the ways those employees perform their duties. Whatever the cause, work environment has negative and positive impact upon employee commitment and productivity. From negative (unfavorable) impact of work environment workers became irritable, anxious and defensive. Those all listed lead to workers, poor communication in the workplace felling unhealthy and safety, lack of comfort, lack of concentration, dissatisfaction of job and lower employee motivation. And positive (favorable) impact of work environment boosts productivity and creativity of workers in the work place (Chandrasekhar, 2001).

The working environment is very important to the organization to reach its objectives. If the employees have negative perception of their working environment, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. On the other hand, other study done in Pakistan explained organizations those have a friendly, trusting and safe environment will results greater productivity, communication, creativity (Kreistler et.al. 2013, p. 55-56).

Workplace environment is defined as the sum of interrelationships that exists within the workers and the environment in which they work. Environment involves the physical location as well as the immediate surroundings, behavioral procedures, polices, rules, culture, resources, working relationship, working location, all of which influences the way workers perform their work. The quality of the work place affects employee' commitment and subsequently influence the

organization competitiveness. An effective work place environment means making work environment attractiveness, comfortable, satisfactory and motivating to the workers so as to give workers a sense of pride and purpose in what they do. Employees will always be contented when they feel their immediate environment; both physical sensation and emotional states with their obligations (Gitahi, 2012, p.76-77).

Work environment which considered all its' inside or outside, negative (unfavorable) or positive (favorable) effects should be solved to addressed to the goals why the agencies or organizations established.

The higher education sector in Ethiopia specially, private higher education institutions remain dormant in low stage in producing quality human resource. To shift this working environment, there is a need to do more on changing their work environment. The guiding and regulatory organ and the investor associated with the sector work hard together by creating comfortable working environment to come up or to reach the ultimate goal of private higher education output and also to make sense of competitiveness in the market that would have benefit the customers and the growth of private higher education.

## **1.2 Backgrounds of the Organization**

ETA is an authority established through the Higher Education Proclamation (351/2003) as one of the key organs responsible for guiding and regulating the Higher Education sector in Ethiopia. And it was re-established (regulation No.261/2012 and again 1152/2019). And also, it was re-established by adding some responsibilities and changing its name from Higher Education Relevance and Quality Agency (HERQA) to Education and Training Authority (ETA) (regulation No.1263/2014).The objectives of the authority have been to supervise the relevance and quality of education and training offered by higher education institutions (HEIs).Therefore, to achieve its objectives it gives due attention to create a workable environment that employees perceive as they expected in which they are able to utilizes their full potential.

### **1.2.1 The Vision, Mission and Organizational Values of ETA are stated as Follows:**

#### **Vision:**

- A nationally and internationally reputable hub of excellence in safeguarding and enhancing higher education quality and relevance

#### **Missions:**

- ETA is dedicated to ensuring high quality and relevant higher education system in Ethiopia. To realize this, the Authority;
- Works to ensure that programs of study offered by HEIs are of an appropriate quality and relevance to the world of work and the development needs of the country,
- Supports the Ethiopian higher education sector by enhancing the quality and relevance of its education provision,
- Assures stakeholders that accredited HEIs are of an appropriate standard,
- Prepares and issue directives concerning accreditation and quality assurance,
- Conducts provision and continuous evaluation of higher education institutions and
- Discloses information to the public.

#### **Values:**

- Quality and Public Accountability
- Loyalty and Team Work
- Customer Satisfaction
- Transparency and Fairness
- Professional Ethics and Professionalism



### **1.3 Statement of the Problem**

The operation of modern and organized organs responsible for guiding and regulating the higher education sector is the most crucial part for any country to ensure quality private higher institutions growth and development. Therefore, in Ethiopia, ETA is the only authority which are the main responsible to assure quality private higher education in the country. It plays a key role by guiding and regulating the higher education sector to accomplish its objectives.

Across the world in the private higher education sector, the concept of working environment is not the main concern or studied area. The extant literature focuses more on higher education marketing concentrate on market profit theory than the effects of working environment concepts. The work environment in an organization plays a crucial role in determining the commitment levels of its work force. The organizations' ability to sustain these productivity levels and retain its workforce and may determine, how well the employees get along with the organization and level of innovation and collaboration with other employees, less of absenteeism, and ultimately, the duration of time employees choose to stay with the organization ( Mutia and Sikalieh ,2014).

In order to surpass the feature of the private higher education market output, opening more guiding and regulatory branch offices, create a better higher education curriculum, employed educated manpower, apply technology advancement and valuable working environment is required. Failing to have improper working environment, can lead to poor productivity, a lack of motivation & morale, poor communication and the creation of gossip and small talk in the workplace, entails various adverse effects on the institution's profit.

Even if the output of quality educated manpower resource productions are in very low stage, the private higher education sector overall in Ethiopia are becoming highly competitive with rapid market entry of new market service concepts, and formats. Different private higher education institutions are expanding their network in a very fast pace.

For all those private higher education institutions in Ethiopia, ETA is providing different higher education services for more than 19 years. How oldies the authority, compared to its establishment age and other world higher education regulatory organ its working environment is not suitable to give clear quality education services and to aware institutions and customers what services ETA provides. In this situation, it is inevitable to analyze the effects of working

environment practice on employee's commitment of ETA and possible research findings hopefully help the authority to achieve its objectives by reducing working environment effects that causes obstacle for employees' commitment to assure quality private higher education.

Studies have been conducted to unlock the relationship between work environments on employee commitment. Ushie et al, (2015) examined the effect of work environment on employees' commitment in agro-based industries in Cross River State, Nigeria. The Findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employees' commitment, and hence performance. Another study by Kamau (2015) investigated the factors affecting employee commitment in the case of Kenya Airports Authority. Based on the data gathered via structured questionnaire from 168 employees, the study found that employees' commitment to their organization was affected by organizational factors including salary, past success of the company, training and development, leadership and management style, working environment, team cooperation, organisational structure, job redesigning.

There was no research was done on issue to add contributions to the concept of working environment, employee commitment and effects of working environment on employee commitment in ETA. More clearly, there is a gap on the area that is done in ETA regarding to the effect of working environment on employee commitment. Therefore, this study conducted using the working environment factors physical, psychological and external environment, workload, low wage scale, lack of recreational facilities, low level of motivation, lack of psychological support, low management system, technology and political burdens and its effects on employee commitment in ETA. Those factors are burdens to the authority to succeed its objectives. This study is, therefore, attempted to investigate how work environmental factors affect the level of employee commitment. More, specially, it aimed to examine three workplace environmental factors namely, physical, psychological and external workplace factors on employee commitment.

## **1.4 Research Questions**

Based on the research problems, the study addressed the following research questions: -

1. What is the perception of employees towards the working environment at ETA?
2. What is the level of employee commitment at ETA?
3. What is the effect of physical workplace environment on employees' commitment?
4. What is the effect of psychological workplace environment on employees' commitment?
5. What is the effect of external work environment on employee's commitment?

## **1.5 Research Objectives**

### **1.5.1 General Objective**

The general objective of the study was to investigate the effect of working environment on employee's commitment in the case of Education and Training Authority (ETA).

### **1.5.2 Specific Objectives**

1. To assess the perception of employees towards the working environment at ETA.
2. What is the level of employee commitment at ETA?
3. To examine the effect of physical work environment on employee's commitment.
4. To determine effect of psychological workplace environment on employee's commitment.
5. To test the effect of external work environment on employee's commitment?

## 1.6 Significance of the Study

The study gives different benefits for the authority directorates, higher education directorate board, and the authority top management, policy maker, researchers and students on the issue under investigation.

- **For the management of ETA:** the finding of the study helps ETA's management to create working directions among workers and also help to provide the authority and personal objectives in order to favorably accomplish the aims.
- **For policy makers:** Policy makers in private higher education sector obtain knowledge about the aspect of work environment that affect employees commitment. Therefore, they get a head start on formulating the appropriate policies that enhance favorable working environment.
- **For academicians:** The findings of the study will add knowledge on the existing literatures on workplace environment and factors that affect employee commitment and used as baseline information for them who are interested in this field of study.

## 1.7 Scope and Limitation of the Study

The scope of the study can be discussed in terms of the issue under investigation (conceptual scope), geographical scope and methodological scope.

- **Conceptually**, the study is delimited to investigate the effect of work environment on employee commitment. Work environment is treated to be a multidimensional construct measured via three dimensions namely physical, psychological and external work environment.
- **Geographically**, the study is conducted in one organization called ETA located in Addis Ababa, Ethiopia.
- **Methodologically**, this study is based on questionnaire survey, and pertinent data will be analyzed via descriptive and inferential statistics.

## 1.8 Limitation of the Study

There are some limitations against achieving its objectives effectively. Firstly, this study only uses three work environment dimensions physical, psychological and external work environment. Secondly, there was lack of cooperation in some respondents and management bodies during distributing the questionnaire and carelessly filling. In addition the researcher only used one organizations work environment on employee commitment and others not considered.

## 1.9 Organization of the Study

The thesis organized in to five chapters. Chapter one is about introduction to the study including the background of the study, statement of the problem, research objectives, research questions, significance of the study, scope and limitation of the study, organization of the thesis and definitions of key terms. Chapter two reviews related literature. This chapter includes theoretical and empirical review as well as research hypotheses. Chapter three is the research methodology that the study adopts and appropriate justifications. Chapter four is about data presentation, analysis and interpretation. The last chapter presents summary, conclusion and recommendation based on the findings of the study.

## 1.10 Definition of Key Terms

- **Environment:** is defined as the people and things that are around you in your life for example the buildings, the people you live or work with, and the situation in general (Oxford English dictionary).
- **Work environment:** Are the setting, social features and physical conditions in which you perform your job. These elements can impact feelings of wellbeing, workplace relationships, collaboration, and others (Wikipedia).
- **Physical environment:** is a place here individuals live, learn, work, and play(google search).
- **Psychological environment:** is the interaction of the various sources of stress in our lives and how we respond to them, both individually and as communities (Gifford, 2007a).
- **External environment:** is a group of factors or conditions that are outside the organization but affect it in some extent. Example, in business, this term commonly

applies to elements related to out of control dimensions such as society, economy, and regulations and political system (European Research Studies Journal, Vol. XX pp.311).

- **Wage:** is a payment of money for labor or services usually according to contract and on an hourly, daily, monthly or piecework basis (goggle search).
- **Performance:** Is defined as a function of individual ability and skill and effort in a given situation (oxford English dictionary).
- **Employees:** A person in the service of another under contract of hire, express or implied, oral or written where the employer has the right or power to control and direct the employee in the material detail on how the work is to be performed (CJ Muhl · 2002 · Cited by 101) .

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

This chapter demonstrates the review of related literatures in relation to the issue under investigation. It includes theoretical and empirical literature reviews, and conceptual frameworks of the study and research hypotheses.

#### 2.1 Theoretical Literature

In the world different theories explained about the effect of work environments on employees' commitment. In this section relevant theories to this study are reviewed with an aim of shaping the discussion about the effect of work environment on employee's commitment to look in advances.

Many scholars wrote about the definition of work environment in a different angle. Environment is defined in Longman Dictionary of Contemporary English (2005) as "the people and things that are around you in your life for example the buildings, the people you live or work with, and the situation in general". It goes on to give an example that some companies failed to provide a safe environment for its workers. A working environment has to be a pleasant working environment.

As Gut Nick (2007) stated, by incorporating a balanced workplace environment, the organization is optimizing profitability, productivity, and improving the company's popularity. Work place environment is a concept which has been operationalized by analyzing the extent to which workers perceive the immediate surroundings as fulfilling their intrinsic, extrinsic and social needs and the reason of staying with the organization. In addition to this Haynes (2008), said that environment is the key determinants of quality of their work and their level of performance.

According to Sheathe (2007), organizations can get many benefits by maintaining positive working environment. Among this greater productivity, employee's stability, higher profit, security and better health. Improving working environment results in decrease complaints, absenteeism and increase productivity. Today organizations are moving towards more strategic approach of environmental management to increase their productivity through improving and managing performance level of workers.

Commitment is a set of strong, positive attitudes toward the organization manifested by dedication to goals and a shared sense of values. Mowday, Steers, and Porter (1979) defined commitment as "the relative strength of an individual's identification with and involvement in a particular organization "Employee's commitment is the level of enthusiasm an employee has towards his/her tasks assigned at a workplace or Employee's commitment is the feeling of responsibility that a person has towards the goals, mission, and vision of the organization he/she is associated with.

According to Anthony Andrew, Lee et al. (22, 2017) found that employee commitment will go up when they feel affiliation with the organization and also when organization recognizes them as a part of organization. Recognition as a part of organizational success story will increase the commitment level and also the individual and organizational productivity.

The commitment of public or private sector organizations relies on the commitment of their employees. Employees of an agency are working as a team, where employees work in accordance with their skills and competencies and in coordination with one another to accomplish organizational objectives.

## **2.2 Dimensions of Work Environment**

In this study, work environment is composed of three broad dimensions namely physical, psychological and external work environment by Dr AR. Saravanakumar Alagappa University · Faculty of Education (2019).

The details of these dimensions are discussed below:

### **2.2.1 Physical Work Environment**

In the wide view of Temessek(2009) the physical work place environment includes not limited to the confront level, recreational facilities, libraries with its access, computer with Internet etc., and these ultimately helps improve the workers experience and improve the employees performance. According to Khoum (2002) the ability of the physical work environment now a day's greatly influence behaviors and create an image particularly for the higher education sector such universities and colleges.



Ismail et al. (2010) opine that the conditions of physical workplace environment influence the employees' functions and it will determine the well-being of organizations. They add that the physical work environment includes the internal and external office layout, temperature, comfort zone and also the work setting or arrangement. The physical workplace environment 8 factors also include lighting (both artificial and natural), noise, furniture and spatial layouts in workplaces (Vischer, 2007). The physical workplace environment includes comfort level, ventilation and heating, lighting. These features assist on functional and aesthetic side, the decor and design of the workplace environment that ultimately help improve the employees' experience and necessitate better performance. Vischer (2008) stressed that conducive workplace environment should be prioritized as it provides support to the employees in carrying out their jobs. It should be conducive enough to enable performance of tasks by employees.

#### **2.2.1.1 Work Load**

DiDomenico and Nassbaum, (2008) state that workload is set by the link between task demands, the circumstances beneath that that task takes place and therefore the perceptions, actions, skills and information of the individual playacting the task. The task demands could embrace physical actions, psychological feature tasks and/or a spread of different factors. Hart &Stave land (1988) the expenditure incurred by someone, given their capacities (resources), whereas achieving a selected level of performance on a particular task with bound demands. These definitions imply that employment is that the attribute of labor that may be known because the personal set of skills staff have and the way they execute task demands inside the given time.

Rizzo et al., 1970 described Work overload as mismatch between the role requirements and the amount of time and resources available to meet the duty (As cited by Orly Michael, 2009). More clearly, Work overload is happen when employees perceive the time and resource available as not enough to complete the existing duty. Two types of Work over load are identified by researcher: qualitative and quantitative. Qualitative overload happen when people feel they lack the ability required to complete their jobs or that performance standards have been set too high. On the other hand, quantitative overload results from having too many things to do or insufficient time to complete a job|| (Ivancevic et al., 2012).

### **2.2.1.2 Wage Scale**

Eckstein and Wolpin (1990) generalize and estimate the equilibrium search model of Albrecht and Axell (1984). In these models, firms are heterogeneous in terms of profitability, so that a minimum wage effectively serves as an equilibrium selection device in that it selects less profitable (and hence lower wage) firms out of the market. By doing so, the wage distribution is shifted to the right, but the cost is a lower rate of job finding due to the exit of firms. Using their estimates, Eckstein and Wolpin find an optimal minimum wage of zero, although they qualify this result because they feel that the model does not adequately fit the data. Van den Berg and Ridder (1998) modify the Burdett and Mortensen (1998) equilibrium search model and estimate it using data from the Netherlands. The equilibrium in these papers relies critically on the existence of on-the-job search, which is lacking in the equilibrium model estimated here (primarily due to data limitations) and in the Albrecht and Axell (1984) and Eckstein and Wolpin (1990) models. Their extensions involve adding firm heterogeneity in innate profitability, permanent productivity differences across individuals, and a legislated minimum wage. The imposition of an economy-wide minimum wage can result in certain sets of individuals becoming permanently unemployable, and also selects certain low productivity firms out of the market, as in Eckstein and Wolpin (1990).

### **2.2.1.4 Recreational Facilities**

Agencies to make their employees feel comfortable and enjoy, fulfill standard recreational facilities during their lunch, break or after work. In agencies or organizations recreational facilities are played a significant improvement in the social relations within workers. It greatly enhances communication and mutual understanding if ministers or directors participate in recreational activities together with the workers. These can improve morale and that leads employees more active in their duties. Providing print (magazines, newspaper) and electronic media (TV), sports equipment such as ball, goals, nets, is a good for the community of the organization.

Farmer and Seers (2004) showed that the task of entrainment is to motivate workers and help them to focus on achieving both their and corporate goals. In addition, entrainment helped

groups share similar culture and reduced interpersonal differences, leading to better group performance. Gates (2002) conducted a similar study on the social impact of workplace recreation and accommodation.

Mokaya and Gitari's (2012) research also investigated the impact of entertainment and social aspect of workplace recreation on workers' productivity. Their research findings showed that workplace entertainment helped workers relax, enjoy, feel great, derive enjoyment, and realize their social needs. Furthermore, the studies revealed that entertainment help staff parties to gain the chance for workers to receive feedback on their performance as well as receive recognition for their achievements.

### **2.2.2 Psychological Work Environment**

Psychology explained by various researchers. It is an applied science, which tries to explain human behavior in a particular fashion and attempt to predict actions of individuals. Psychological factors of working environment can lead to many different mental health problems and psychology is the combination of different fields. Working agencies are the collection of people who are assigned specific jobs and play a vital role in formulating human behavior.

According to Noe (2008) psychosocial environment refers to the interaction between the environment and working conditions, organization provides for the workers such as training and development, motivation, the relationship between workers and management, the workers themselves and other complex conditions.

#### **2.2.2.1 Motivation**

Motivation is an actor a desire of success for a company or agencies goal. It is very important or the crucial element in setting and attaining of agencies objectives and it is the driving force behind human behavior. Motivation can be two types; extrinsic and intrinsic motivation. Extrinsic motivation refers to external factors such as salary and benefits, and disciplinary actions. Intrinsic motivation refers to internal factors such as job satisfaction, freedom to act, scope to use development of skills and abilities and challenges of work and opportunities for development. As Kelly (1974) stated motivation has to do with the forces that and motivation

and alter direction, quality, intensity of behavior. Worker's motivations is the complex forces, drivers, needs, tension States, or other mechanisms that start and maintain volunteer activity directed towards the achievement of personal and organizational goals.

According to Fined (2003) the motivated workers is essay to spot by his or her agility, dedication, enthusiasm, focus, zeal, and general performance and contribution to the enhancement of their productivity in the organization. As Fiend's explanation giving due attentions to employees by motivates using different mechanism through incentives, rewards and giving a chance of leadership can or help agencies to boost its productivities.

#### **2.2.2.2 Psychological Support**

Agencies or an organization has responsibility to arrange working facilities, training, developing social skills and friendships among employees, building skills and qualifications are the key to accomplish its goals. Agencies must follow and adapt flexible work arrangements, employee work teams, open communication systems, and supplier alliances.

Torrington and Hall (1998) refer to the relationship between employees and management as a framework of organizational justice consisting of organizational culture and management style as well as rules and procedural sequence for grievance and conflict management indeed, the objective of employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment. Although various uncertainties surrounding factors affecting workers' productivity and since there is always the human resources as one of the capitals of each organization are considered, the nature of supervisory and administrative factors and especially the managerial styles of managers are the most important factors that affects productivity Lambert (1996).

#### **2.2.2.3 Management System**

According to Fred et al (1997) managers in organizations that do not choose an appropriate leadership style of drawn and a positive attitude towards influencing factors and barriers to productivity are not normally among the staff and management differences and conflicts that organization occurs, as a result of these differences, environmental organizations boring and

unpleasant and this issue is, in turn, makes low productivity. So, if managers of organizations have well management, with the use of correct style of leadership motivation and increased job satisfaction and organizational commitment in employees and turn the issue to increase personal productivity, career, organizational and national will. So Understanding the management style is necessary and imperative role in solving this problem.

Proper management can result in the realization of the agencies and achieve the desired goals of the labor productivity.

### **2.2.3 External Work Environment**

#### **2.2.3.1 Technology**

Changes in technological and highly competitive market conditions strongly affect the innovation needs of higher education institutions (HEIs). In order to implement technology transfer successfully, firms require “absorptive capacity” which is the ability to recognize the value of external technology, knowledge, and information; to identify and acquire the new technology; and to apply or exploit the new technology (Cohen and Levinthal, 1990 and Whangthomkum et al., 2003).

According to Tsai (2001) knowledge transfer among organizations provides opportunities for mutual benefits and external cooperations that stimulate the creation of new knowledge and simultaneously contribute to organizations’ ability to innovate. Therefore, the more intensely the company interacts with externals, by participating in cooperation agreements, the more it will learn about new opportunities (Enkel et al., 2009 and Martinez, 2013).

#### **2.2.3.2 Political**

Government political intervention and Authority being under Minister of Education, ETA affects to operate its duties freely and politics are in practice deeply intertwined in the Authority.

According to Steven Callander et al (2021) political decisions set the rules of the game for market competition and, conversely, market competitors participate in and influence political decisions. This means there is no uniform guiding principle for the adoption and application of effective enforcement strategies and authority design for consumer protection. When ETA works

based on its guiding and supervising principles, one come from outside from minister of education or other government organ to put orders to make the reveres.

### **2.2.3.3 Economical**

The authority cannot generate its income by itself and it pushes the authority economically dependence to the government budget and it effects to facilitate its duties freely.

Economic dependence is one of the major disabilities that very often affect the wellbeing of authority activities. There are indicates in the authority, experts when they work fled visit; the authority asked the colleges, universities some financial cover of their employees and that lead employees less happily and work their duties freely.

## **2.3 Theoretical Foundation of the Study**

Many theories have been advanced to explain the link between work environment and employee commitment. The study is more grounded on two theories i.e. Social Exchange Theory and Human Relations Theory.

### **2.3.1 Social Exchange Theory**

This theory proposes that social behavior is the result of an exchange process. According to this theory, people weigh the potential benefits and risks of social relationships. Most relationships are made up of a certain amount of give-and-take, but this does not mean that they are always equal. The theory suggests that it is the valuing of the benefits and costs of each relationship that determine whether or not we choose to continue a social association (social psychologists).

This theory avers that the more the organization cares about its employees in terms of creating good working conditions, providing fair reward and compensation, arrainging training and development programs; in return employees will reciprocate back with favorable work-related behavior such as commitment and performance (Blau, 1964). In this regard, the theory underscores the need to create good workplace environment so as to create a committed workforce.

This theory applied to many different situations and occurs between two or more actors who are dependent on one another for valued outcomes. The theory assume that actors are motivated to obtain more of the outcomes that they value and others control, that actors provide each other with these valued benefits through some form of social exchange, and that exchanges between the same actors are recurring over time (rather than “one-shot” transactions).

Social exchange theory can take several distinct forms: direct exchange; generalized exchange; and productive exchange (RM Emerson, 1976).

### **2.3.2 Human Relations Theory**

Elton mayo is the father of human relations theory. In his theory, he explained the role of human behavior in production and also highlighted the importance of communication between the workers and the managements.

The theory provides predominance to the human aspect over the elements of institutions, as propagated by the customary public administration schools and sights the organization as a social system by uplifting the human conduct as the elementary component for study and the employees seen as human beings, instead of a meager human supplement of machinery or hands for work. Giving employees greater influence over how they undertake their work and encouraging their input in decision-making is believed to be beneficial for both employees and employers. Studies focused on employee involvement have emphasized employees’ discretion in carrying out job tasks and making workplace decisions through a variety of work organization innovations including teams and quality circles (Black and Lynch, 2004; Cooke, 1994).

## **2.4 Employee Commitment**

### **2.4.1 The Concept of Employee Commitment**

The concept of commitment was developed by Fayol (1949), considering that the organization’s interests must always prevail over the interests of individuals or groups of employment. Different authors identify commitment as an important component of successful market relationships

because it gives rise to co-operative behaviours (Dwyer, Schurr and Oh 1987; Morgan and Hunt 1994; Garbarino and Johnson 1999).

Employee Commitment is defined as the level of enthusiasm an employee has towards his/her tasks assigned at a workplace. It is the feeling of responsibility that a person has towards the goals, mission, and vision of the organization he/she is associated with. Akintayo (2010) defines employee commitment as the degree to which an employee feels devoted to his or her organization. In this sense, employee commitment reflects the attitude of an employee towards an organization (Zhen, Sharan & Wei, 2010). Team members' commitment is generally described as a working condition, that if achieved can sustain team effectiveness and contribute to high organizational performance. Committed employees bring added value to the organisation, including through their determination, proactive support, relatively high productivity and an awareness of quality. According to Sonia Adnan, Abir Nhaily and Hongyu Wang (2018) committed employees perform well in the organization and help the organization to grow and face the competitive environment.

#### **2.4.2 Dimensions of Employee Commitment**

There three employee commitment dimensions namely affective, normative and continuance commitment. The details of these dimensions are discussed below.

##### **2.4.2.1 Affective Commitment**

According to Meyer & Allen (1991, 1993) affective commitment is the employee's positive emotional attachment to the organisation. A worker who has such affective commitment to the job strongly identifies with the goals of the organisation and remains loyal to the organisation. In other words affective commitment reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences.

Employees are different in their willingness to make promises (Griffin & Bateman 1986; Mowday et al. 1982). If an employee is affectively committed to their organization, it means that they want to stay at their organization. They typically identify with the organizational goals, feel that they fit into the organization and are satisfied with their work. Employees who are



affectively committed feel valued, act as ambassadors for their organization and are generally great assets for organizations.

#### **2.4.2.2 Normative Commitment**

According to Meyer and Allen (1991), there is less research on normative commitment, and there are more theoretical developments than empirical. Employees that are normatively committed generally feel that they should stay at their organizations.

The normative commitment is the connection between individuals and organizations (Bergman, 2006). Wiener (1982) believes that the premise of normative commitment is that the organization is willing to provide incentives for employees. Employees are subject to regulatory pressure imposed by society before they enter an organization or join an organization. When employees believe that they can be rewarded by following social norms (Meyer and Allen, 1991), employees will be willing to make normative commitments. In the 1980s, the normative commitment was considered as an obligation to stay in the organization (Wiener, 1982). After two decades, some scholars now believe that normative commitment implies that employees and organizations are mutually beneficial (Meyer et al., 2002).

#### **2.4.2.3 Continuance Commitment**

Continuance commitment relates to how much employees feel the need to stay at their organization. Continuance commitments are the requirements of individuals for the continuous work of the organization (Allen and Meyer, 1991), such commitments are generally based on benefits. Continuance commitment to the reaction is the individual's perception of the costs of leaving the organization, and anything that can increase costs can be seen as a prerequisite for continuance commitment. The longer the individual works in the organization, the more benefits are gained, and the greater the convenience of individuals in accessing resources. This means that the longer the work is done in the organization, the more benefits it will receive, the more specific skills will be acquired, and the formation of personal relationships and a high degree of seniority in the organization. When employees leave their jobs, they lose everything they already have and they continue to work for the organization in order to keep their existing resources.

According to McMahon (2007) continuance commitment is said to occur when an employee remains with an organization largely out of need, whether due to lack of alternatives or costs associated with leaving, such as loss of income, seniority or retirement benefits. Such commitment (as a result of the need to continue with organisation) is continuance commitment.

## **2.5 Empirical Literature**

In this part, the researcher has tried to analyze and discuss different findings or studies regarding to the effect of working condition on employee commitment. Commitment to the organization, profession and role has received wide attention in recent organizational behavior literature (Buchanan, 1974).

Becker (1960) argues that commitment involves consistent lines of activity in behaviours that are produced by exchange considerations. Commitment is a more active and positive orientation towards the organization. It is an attitude or an orientation toward organizational goal or objectives.

According to Awonusi (2004) one of the antecedent determinants of workers performance is believed to be employees' commitment. Employees' commitment has become one of the most popular work attitudes studied by practitioners and researchers. Akintayo (2010) noted that one of the reasons why commitment has attracted research attention is that organizations depend on committed employees to create and maintain competitive advantage and achieve superior performance.

Several empirical studies have been conducted to investigate the drivers of employee commitment to an organization. Hienja (2010), studied committed employees who are highly motivated in terms of conducive work environment contribute their time and energy to the pursuit of organizational goals and are increasingly acknowledged to be the primary asset available to an organization. They provide the intellectual capital that for many organizations has become their most critical asset. Furthermore, employees who share a commitment to the organization and their collective wellbeing are more suitable to generate the social capitals that facilitate organization learning.

Ribelin (2003) noted that it is therefore, important for companies to know the aspects that play important role or have big impact in boosting the commitment of their employees. The findings of Chuah (2012) suggest that employees' commitment with an organization could be significantly increased by enhancing organizational fairness, particularly conducive work environment in terms of job security, communication flow, manageable workload which would consequently reduce employees' intention to leave. Ale (2011) found that there is positive relationship between corporate social responsibility and employees' commitment and organizational performance. He concluded that organization can improve their performance through employees' commitment by engaging in social activities since such activities also include the welfare of employees and their families.

Ushie et al, (2015) examined the effect of work environment on employees' commitment in agro-based industries in Cross River State, Nigeria. The study drew participants from two major agro industries in the state. One thousand, one hundred and ninety four (1194) respondents were purposively selected for the study. The Findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employees' commitment, and hence performance. The study recommended among others that management of agro-based industries in cross river state should establish and promote good work environments in their organizations so as to boost employees' commitment, wellbeing and overall performance and productivity.

Another study by Kamau (2015) investigated the factors affecting employee commitment in the case of Kenya Airports Authority. Based on the data gathered via structured questionnaire from 168 employees, the study found that employees' commitment to their organization was affected by organizational factors including salary, past success of the company, training and development, leadership and management style, working environment, team cooperation, organizational structure, job redesigning.

Furthermore, Ali, Abdiaziz and Abdiqani (2013) have investigated and found that working conditions was significantly related to employee productivities in manufacturing sectors. With particular focus on such variables as comfort level and temperature in the office work, the study of Junaida et al., (2010) investigated the physical work environment on staff productivity. With

150 participants among civil servants in the Ministry of Youth and Sports in Malaysia, the study revealed the same result. This was however on workplace environment and employee productivity.

The study of Demet (2012) also revealed a significant positive relationship between workplace quality and productivity among bank workers while Faridah, Rahmatul & Razidah (2012) deviate a little from the trend in research on workplace environment. They studied organizational environment-behavior and its influence on safety culture in organization. In their opinion, as organization behaves, so does the working environment and this behavior determine the level of safety consciousness among staff. Regardless of which environmental variables were examined, there seem to be a general census among these researchers. It is generally concluded that workplace environmental factors significantly influence such other employee related variables like health, safety, and well-being.

Gayani and Prasadini (2018) examined the association between industrial relations climate, dual commitment and intention to quit the organization and union of operational level employees in food and beverage industry in Sri Lanka. For the purpose of data collection, three large scale highly unionized organizations in food and beverages industry have been selected. A structured 7-point Likert scale questionnaire was administered to collect data from a randomly selected sample of 135 operational level employees representing all firms. Unit of analysis was at individual level. Scores obtained separately for organizational commitment, union commitment, industrial relations climate and intention to quit. Correlation was used to test the hypotheses of the study. A significant positive correlation between the organization commitment and union commitment was evidenced with the existence of dual commitment. Industrial relations climate positively related with organization and union commitment. Both organization and union commitment negatively correlate with intention to quit the organization.

## **2.6 Knowledge Gap**

In the review of the literature, some studies(Kamau,2015;Ushie,et al.,2015;Junaida et al.,2010) in the empirical studies like Kamau (2015), (Ushie et al., 2015), (Junaida et al.,2010) have been addressed especially on how working environment relate and affect employee commitment as it is practiced in different areas in the world. It is the quality of the employee's workplace

environment that most effects on their level of motivation and subsequent commitment. How well they engage within the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees and absenteeism. Also most employees leave their organization because of the relationship with their immediate supervisor or manager.

However the gap identified from empirical analysis is that, management must take an active role in not only defining the physical environment of the workplace and making it conducive for workers but also alter the management style to suit the employees. This refers to changing aspects like workload, wage scale, recreational facilities, psychological support and management system in employees for the better commitment. Also to maximize employee productivity focus on personal motivation and giving emphasis on technological advancement to the work environment.

Therefore from the above explanations, this study aims to determine the effects of work environment on employees' commitment in Education and Training Authority.

## **2.7 Conceptual Framework of the Study**

From theoretical foundation of the study, social exchange theory formulates to show relationship between work environment and employee commitment. The theory states that more an organization invests on its employees by creating good working condition, the higher will be the level of employee commitment. In this study employee commitment is dependent variable while working environment dimensions, namely; physical environment, psychological environment and external environment are independent variables. From those dimensions work load, wage scale, recreational facilities, motivation, psychological support, management system, technology and political interference are independent variable. These variables are expected to influence the employee commitment to ETA by using conceptual framework presentation adopted from Bas Swaen (2020).

**Independent variables**

**Dependent Variable**

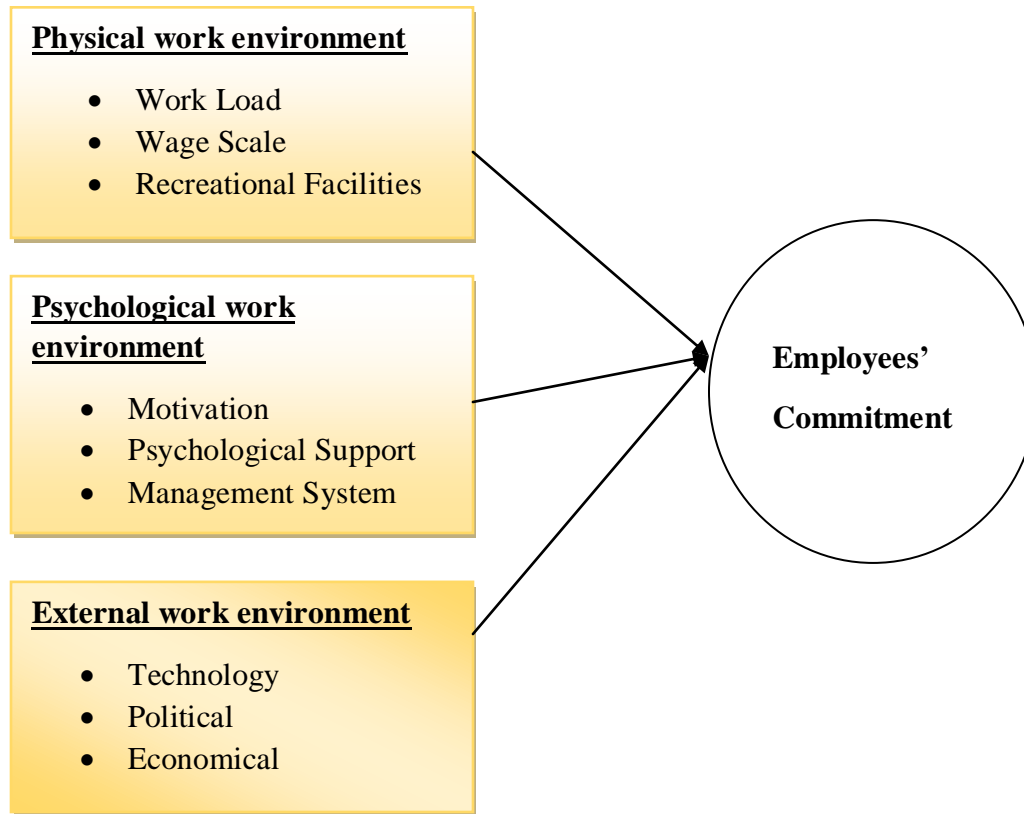


Figure2.1 Conceptual Framework

## 2.8 Research Hypothesis

The researcher develops the following hypotheses based on theoretical and empirical background of the study:

***H1: Physical work environment have a significant effects on employees' commitment.***

In this hypothesis theoretical and empirical literature of the study shows physical work environment has significant positive or negative effects on employee commitment. If those physical work environment dimension problems solved, significant positive effects on employees' commitment is recorded. If not the reverse is happened.

The research made by nzewi et al (2018), investigated the relationship between physical work environment and employee performance in selected brewing firms in anambra state, Nigeria. The research was cross-sectional study and conducted on 233 employee of brewing firms. They state that physical work environment has positive and significant effect on employee performance; which is the same with the result of this study.

***H2: Psychological work environment have positive effect on employees' commitment.***

Various theoretical and empirical literatures in the world including this study shows between psychological work environment and employees' commitment have positive relationship. This means, if those psychological work environment dimensions facilitate actively, the relationship getting positive. It is vice versa.

The study of salah, m. (2016), titled on the influence of rewards on employee performance also concluded that reward has positive and significant effect on employee job performance. And the study of Afroz (2018) shows, on the effect of training on employee performance a study in banking sector, tangail Bangladesh, showed that training has a positive and significant impact on employee performance, which is in line with the finding of this research.

***H3: External work environment has negative effect on employees' commitment.***

In the last hypothesis theoretical and empirical literatures study test shows external work environment and employees' commitment has negative link. Change in technology and political interference has negative relation with employees' commitment. It has negative effects on employees' to activate duties based on their commitment.

The research finding of Kaleem et al (2012), which is titled "the effect of work over load on employee performance" that is conducted in Pakistan water and power development authority indicate that: work overload has significant negative effect on employee performance, which is consistent to the finding of this research. The research finding of Alagah et al (2017), which is titled "the discrimination and employee performance" that is conducted in Nigeria food and beverage sector indicates that: discrimination has negative significant effect on employee performance, which is similar to the finding of this research.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Approach and Design**

##### **3.1.1 Research Approach**

The study used a quantitative and qualitative research approach in which the primary data were collected by using structured questionnaires which were filled by supporting staff and core processing staff employees from the target population.

##### **3.1.2 Research Design**

A research design is a master plan that specifies the methods and procedures for collecting and analyzing needed information (Zikmund et al, 2009). The research design adopted for this research was explanatory research design to explain effect of independent variables, (working environment factors namely physical, psychological and external) on the dependent variable (employee commitment).

#### **3.2 Population and Sample Size**

##### **3.2.1 Population**

There are 153 employees within thirteen departments or directorates of ETA. One is supporting staff (93) and other is core processing staff (60) and the target population was divided based on customer-oriented department employees by assuming their positions and by considering vital information they have.

### **3.2.2 Sampling Size**

The sample was taken from both supporting and core processing staffs. From core processing staffs accreditation and re-accreditation directorate, authentication of educational credential directorate, quality audit and enhancement directorate and from supporting staffs public relations and communication directorate, information communication technology directorate, anti-corruption directorate and finance directorate. A sample of 50 respondents were selected using stratified random sampling by divided a total population in smaller group.

## **3.3 Data Sources and Data Collection Methods**

### **3.3.1 Data Sources**

This study uses both primary and secondary sources of data, to collect data from both supportive staffs and core processing staffs of ETA. Employees of the authority will complete questionnaire in relation to working environment and their level of commitment to the organization.

### **3.3.2 Data Collection Method**

The researcher used primary and secondary sources to collect data from the respondents. From primary data, self-administrative questionnaire tool was used. And from secondary sources of data various journals, brochures, and other sources was used. Accordingly, Bigrams (2008), primary source of data are the information that the researcher discover by him or herself in related to a specific topic with the research purpose in mind and information resulting from in consistent with the research questions objectives.

## **3.4 Reliability and Validity of Data Collection Instruments**

### **3.4.1 Reliability of Data Collection Instruments**

Reliability of data collection is concerned with the stability or consistency of the score obtained by instruments from the measure overtime across settings or conditions. According to George and Mallery (2003, as cited in Joseph & Rosemary, 2003) Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistence or reliability of a

psychometric test score for a sample of examinees. Cronbach's alpha reliability coefficient normally ranges between 0 and 1, and alpha value above 0.70 is said to be reliable.

Table 3.1: The reliability of data collection instruments

<b>Variables</b>	<b>N of items</b>	<b>Cronbach's Alpha</b>	<b>Name of the scholar/s who developed the scale,year)</b>
Physical work environment	3	.76	A Gliem, 2003
Psychological work environment	3	.907	Mandy Elmore,2020
External work environment	3	.808	Sildian O'Toole,2013
Employees' commitment	2	.702	Jonathan,2018

Table 3.2 Rule of Thumb of Cronbach's Alpha

<b>Cronbach's Alpha</b>	<b>Internal Consistency</b>
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: Zikmund, et al, 2010.

Depending on this specification, a self-administered questionnaire was used in this study together pertinent data for the study purpose. Questionnaires are then pre-tested using a pilot study to ensure that respondents have a prevalent understanding of the topic. In regards to the aforementioned requirement range, the alpha outcomes for the questionnaire items and their alpha values have met an acceptable figure (which is  $>0.70$ ).

Table 3.3 Reliability statistics result of the study

<b>Variables</b>	<b>N of items</b>	<b>Cronbach Alpha</b>
Physical work environment	3	0.953
Psychological work environment	3	0.908
External work environment	3	0.910
Employees' commitment	3	0.979

**Source; survey (2022) SPSS output**

### **3.4.2 Validity of Data Collection Instruments**

Validity refers to the extent to which the concept one wishes to measure is actually being measured by a particular scale. According to Kothari (2004), validity aims at establishing the results which are linked with the condition. It is concerned with the extent that the scale accurately represents the construct of interest. In order to assure the validity of the measurement instrument of the study is conducted based on the literally accepted conceptual framework that clearly indicate the theoretical construct and associated with the measurements valid to evaluate the effects of working environment (independent variables) on employee commitment (dependent variable).). The researcher adopted reliable and valid Likert scale items to measure the independent and dependent variables, and finally the face validity of the scales was checked by the researcher advisor.

### **3.5 Methods Data Analysis**

Statistical Package for Social Sciences (SPSS) software was used to process the data gathered via structured questionnaire that the researcher gathered for statistical analysis. The researcher used both descriptive (frequency, percentage, mean and standard deviation) and inferential statistics to analyze the data. Descriptive statistics was used to describe the current state of affairs with regard to the study variables. Correlation analysis was applied to determine the degree and direction of association between variables. In addition, linear regression analysis was used in order to estimate or predict the influence of work environment on employees' commitment.

### **3.6 Ethical Considerations**

Participants or the respondents in this study were asked to provide response in voluntary bases. Therefore, the researcher contacted and collected data based on the respondents' willingness. The respondents were assured about voluntary participation all through data collection method. Moreover, the data were collected only for academic purpose and they remain confidential. Besides, all sources used in this study were duly acknowledged, both in the in-text citation and reference sections.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **INTRODUCTION**

This chapter covers the analysis and interpretation of the various data collected through the use of questionnaires as per objectives of the study. The background information, questionnaire responses and their respective analyses are presented. Furthermore, detail analysis about the descriptive statistics of variables, correlation analysis and multiple regressions are presented and analyzed accordingly.

The collected data were processed using SPSS (version 20) statistical software. The study used Pearson correlation to measure the degree of association between the study variables under consideration and multiple regression analysis to test the effect of independent variable on dependent variable.

#### **4.1 Response Rate**

A total of 50 questionnaires were distributed for thirteen directorates in the authority. Out of which 47 were completed and returned. The response rate for this study is 94% which is considered as a very good response rate as described by Babbie (2010).

#### **4.2 Background Information of the Respondents**

Survey respondent were assessed in terms of their demographic characteristics such as sex, age, marital status and educational status. This aspect of the analysis deals with the personal data on the respondents of the questionnaires given to them. Therefore in order to validate the reliability of data collected its mandatory to analyze the demographic profile of the respondent.

**Table 4.1 Demographic of the Respondents**

<b>Sex</b>	<b>Frequency</b>	<b>Percent</b>
Male	33	70.2
Female	14	29.8
Total	47	100
<b>Age range</b>	<b>Frequency</b>	<b>Percent</b>
20-30	4	8.5
31-41	20	42.6
42-51	18	38.3
Above 53	5	10.6
Total	47	100
<b>Marital status</b>	<b>Frequency</b>	<b>Percent</b>
Single	8	17.0
Married	23	48.9
Divorced	12	25.5
Widowed	4	8.5
Total	47	100
<b>Educational status</b>	<b>Frequency</b>	<b>Percent</b>
Degree	21	44.7
Master degree	24	51.1
Doctorate	2	4.3
Total	47	100

**Source; (SPSS output 2022)**

As showed in the above table 4.1 the sex proportion of male respondents represented 33(70.2%), while 14(29.8%) respondents were females. The survey showed that there were more female as compared to males.

In the age distribution of the respondent who participated in this study is presented. From the table we can observe that 8.5% of the respondent lies within 20 up to 30, age group 42.6% of the respondents are in the range of 31-41, age group 38.3% of the respondents are in the range of 42-52 and 5% of the respondents are above 53. Thus, it can be said that most of Education and training Authority employees are between age ranges of 31-52.

The composition of marital status is concerned 8 (17%) of the respondents are single, 23 (48.9%) are married, 12 (25.5%) are divorced and 4 (8.5%) are widowed. From this, it can be understood that employees working in education and training authority consists of all types of marital status with majority of married people which accounted for 48.9%.

With regard to the level of education, 21 (44.7%) of the respondents are first degree holders, 24 (51.1%) are master degree, 2 (4.3%) are in the doctorate level, as showed from the table. From this, it can be understood that the majority of employees working in education and training authority and who participated in this study have master degree.

### 4.3 Descriptive Analysis

The computed summary of descriptive statistics for dependent (employee commitment) and independent variables (physical, psychological and physical work environment factors) variable that were included in the questionnaires were analyzed in this part. The mean and standard deviation of all variables collected from the respondents were discussed below in table 4.6.

**Table 4.2: Best Level of Ranking descriptive**

Score	Mean	Satisfaction level
1.00 – 1.80	Lowest	Lowes
1.81 – 2.61	Low	Low
2.62 – 3.41	Average	Average or Medium
3.42 – 4.21	Good	High
4.22 – 5.00	Very Good	Highest

**Source: Best (1977) and Zaidatol and Bageheri (2009)**

**Table 4.3: Descriptive Statistics of the Variables**

Variables	Mean	Std. Dev
Physical work environment	3.823	2.9775
Psychological work environment	3.610	0.9014
External work environment	3.574	0.7768
Employees' commitment	4.007	1.0431
Valid N (list wise)		



Table 4.3 depicts the overall arithmetic mean and standard deviation of independent and dependent variables as responded by the respondents. The finding of this study indicates that most of employees were sufficiently agreed with physical work environment with a mean value of 3.823 and 2.9775 standard deviation, psychological work environment with a cumulative mean value of 3.610 and 0.9014 standard deviation, external work environment scored a mean value of 3.574 and 0.7768 standard deviation. This indicates that, education and training authority should maintain its strength and have to give due attention to external work environment in order to have competent employee and improved their commitment. The mean and standard deviation for all items are shown in appendix B

#### **4.4 Inferential Statistics**

In this section the result of inferential statistics employed in the study supported on Pearson correlation coefficient and multiple regressions were elaborated.

##### **4.4.1 Correlation Analysis**

Correlation describes the strength of association between variables. The study will look into the relationship between working environment and employee commitment at ETA. Pearson correlation was used to link the independent variables (work load, wage scale, recreational facilities, motivation, psychological support, management system, technology and political) to the dependent variable (employee commitment). The Pearson correlation coefficient reveals the magnitude and direction of the relationship (either positive or negative) as well as the intensity of the relationship (-1 to +1).

A correlation coefficient of 1 indicates that there is perfect positive relationship between two variables; while - 1 indicates that there is perfect negative relationship between two variables. On the other hand, a correlation coefficient of zero indicates no relationship between variables.

**Table 4.4: Ranges for Correlation Coefficients and Strength of Correlations**

Correlation Coefficients	Strength Of Correlation
$r=\pm 0.10$ <i>upto</i> $r=\pm 0.19$	Very Weak
$r=\pm 0.20$ <i>upto</i> $r=\pm 0.39$	Moderate
$r=\pm 0.40$ <i>upto</i> $r=\pm 0.59$	Moderate
$r=\pm 0.60$ <i>upto</i> $r=\pm 0.79$	Strong
$r=\pm 0.80$ <i>upto</i> $r=\pm 0.100$	Very Strong

Source: Evans, 1999

**Table 4.5: Pearson’s Correlation Coefficient**

		Correlations			
		EC	PWE	PsWE	EWE
EC	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	47			
PWE	Pearson Correlation	.978**	1		
	Sig. (2-tailed)	.000			
	N	47	47		
PsWE	Pearson Correlation	.919**	.943**	1	
	Sig. (2-tailed)	.000	.000		
	N	47	47	47	
EWE	Pearson Correlation	.947**	.946**	.941**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	47	47	47	47

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

**Source; (SPSS output, 2022)**

The matrix of correlation between work environment measures such as (PWE) physical work environment, (PsWE) psychological work environment, (EWE) external work environment, and (EE) employee commitment is shown in the table 4.5 above.

The result indicates that, there is significant positive correlation between physical work environment and employee commitment with a correlation coefficient  $r=.978$  and sig. (2-tailed) is .000, which is  $<.05$ . Therefore, improvements in physical work environment are positively associated employee commitment at 5% significance level. Psychological work environment is

positively related to employee commitment with a Pearson correlation coefficient  $r=.919$  and sig. (2-tailed) is  $.000$ , which is  $<.05$ . Therefore there is strong and statistically significant relationship at 5% significance level. The correlation coefficient between external work environment and employee commitment is  $r=.947$  and sign. (2-tailed)  $.000$ , this implies strong, positive and statistically significant relationship at 5% significance level.

#### 4.5 Analysis of Variance (ANOVA) Test

Analysis of variance was also done to establish the overall significance of the model. ANOVA also tells whether the overall effect of the three independent variables on employee commitment is significant.

**Table 4.6: Analysis of Variance (ANOVA)**

ANOVA <sup>a</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	417.203	3	139.068	379.067	.000 <sup>b</sup>
	Residual	15.775	43	.367		
	Total	432.979	46			

a. Dependent Variable: Employee commitment

b. Predictors: (Constant), work load, wage scale, recreational facilities, motivation, psychological support, management system, technology and political

**Source; (SPSS output, 2022)**

The significance value of  $0.000$  indicates that the regression relationship predicts the effects of work environment on employee commitment. In the ANOVA table, the F-ratio determines whether the overall regression model is a good fit for the data. The F value is  $379.0673$ , which is greater than the F critical value, indicating that the model is significant. This implies the regression model is a suitable prediction for explaining the effect of work environment on employee commitment in education and training authority.

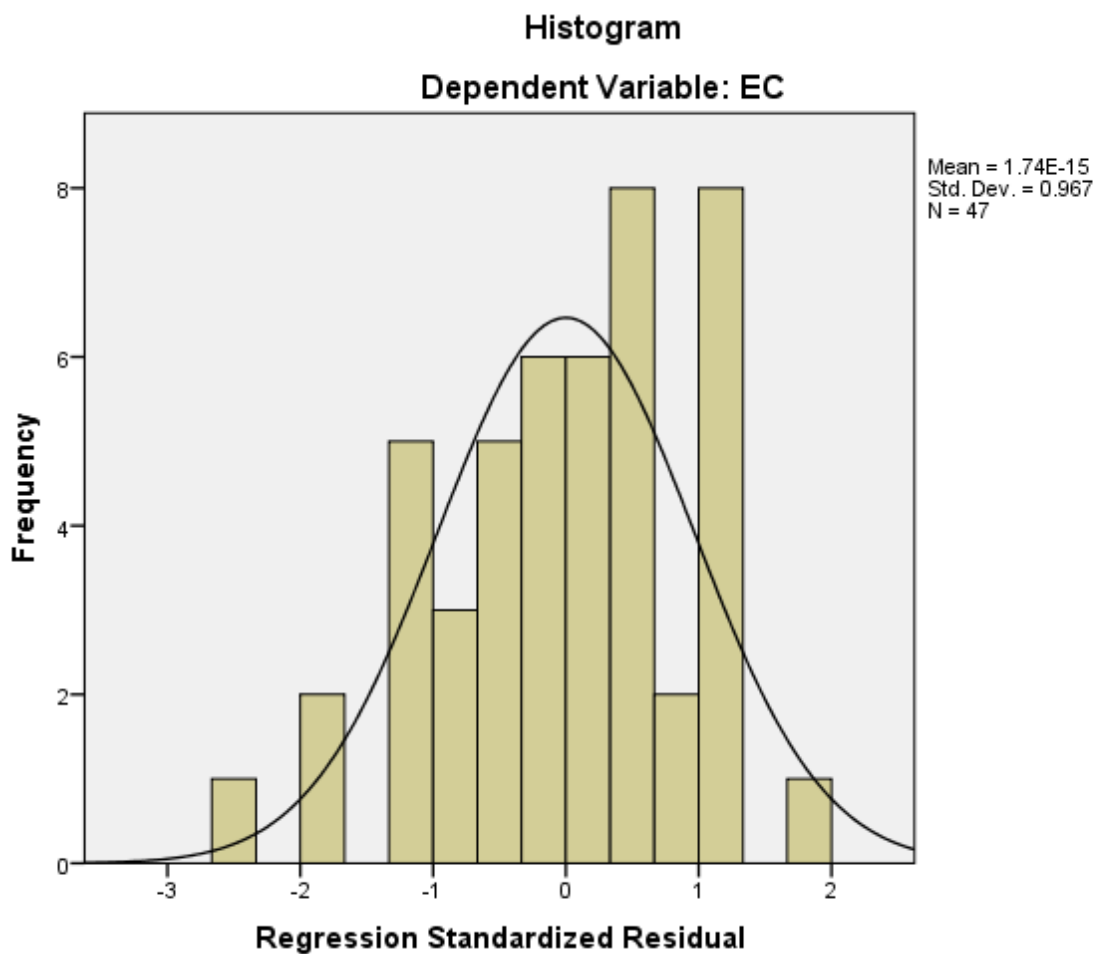
## **4.6 Assumptions of Linear Regression Analysis**

In order to interpret a linear regression analysis, first the underlying assumptions must be tested. If the assumptions are met, one can proceed with the regression analysis; proceeding with the regression analysis without meeting the basic assumptions leads to wrong results. The assumption of normality test, linearity test, multicollinearity test, homoscedasticity test and no autocorrelation test were tested and met for the sake of this study. The following subsequent sections present the test results of these assumptions.

### 4.6.1 Normality Test

It is one of the basic assumptions of regression analysis and the error terms must be normally distributed with mean zero and constant variance. As field (2009), noted, that normality assumption is important while using regression and worthwhile, if we want to make inference about the population parameter from the sample parameters. If the mean of the residual is zero and constant variance the error is normally distributed.

**Figure 4.1: normality test**



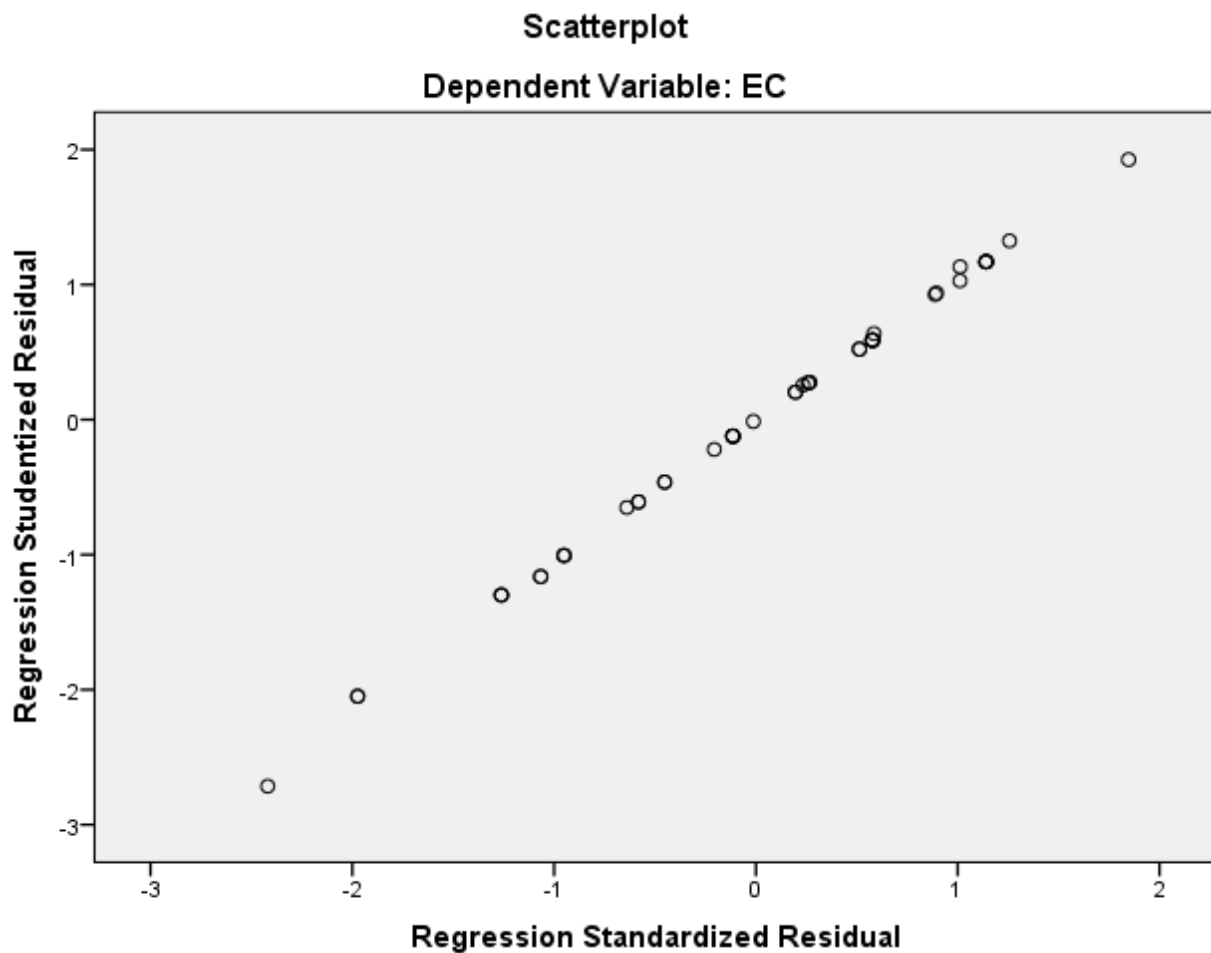
Source: survey (2022) SPSS output

#### 4.6.2 Linearity Test

To test the linearity between the dependent variable and the independent variables used in the multiple linear regression model a distributional plot was made on the standardized residuals to see the linearity of the residuals. The following graph shows the distribution of the standardized residuals.

Based on Figure 4.2 below, the standardized residuals were linearly distributed along the reference line implying business and the explanatory variables were linearly distributed.

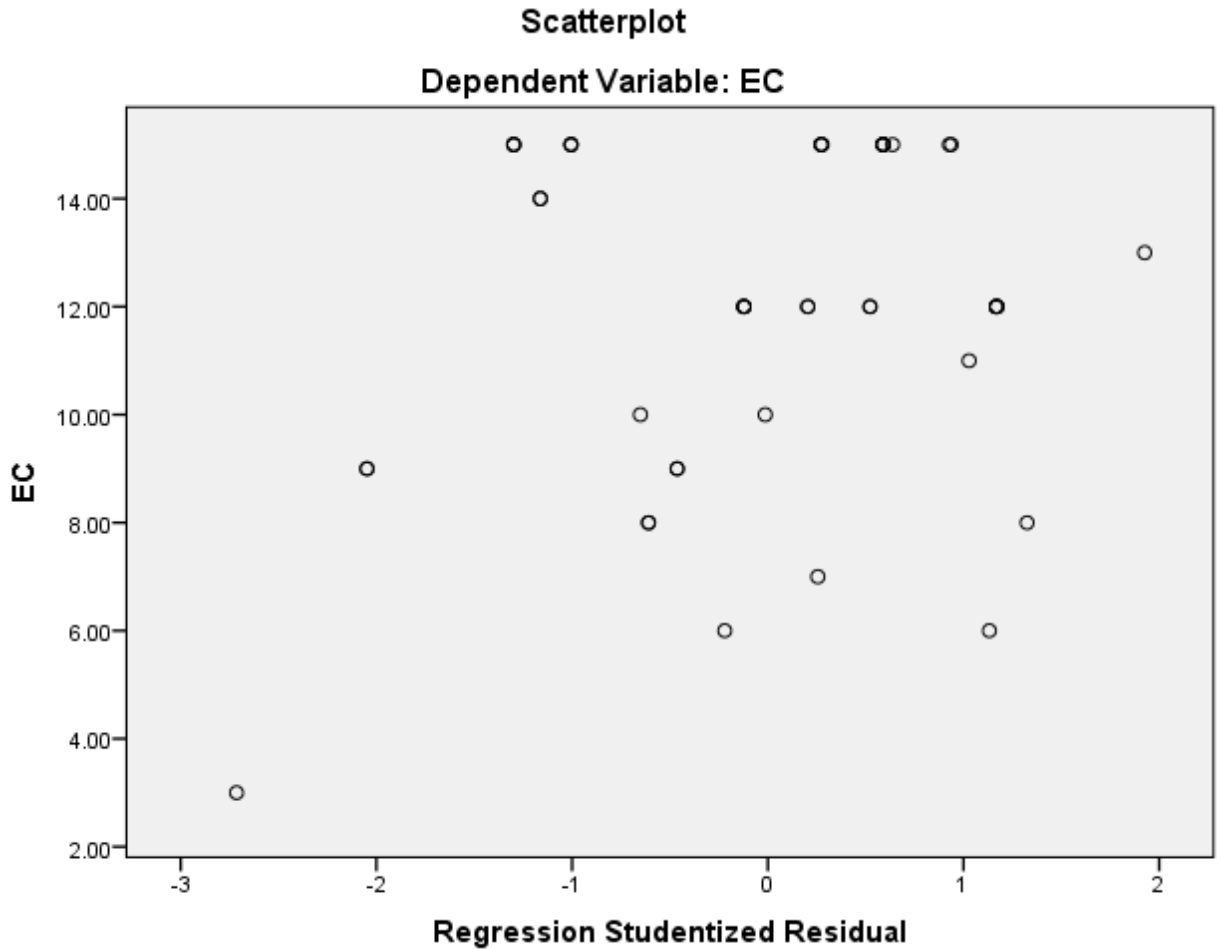
**Figure 4.2: Linearity test**



### 4.6.3 Homoscedasticity Test

There are several statistical tests for homoscedasticity, and the most popular is **Bartlett's test**. Use this test when you have one measurement variable, one nominal variable, and you want to test the null hypothesis that the standard deviations of the measurement variable are the same for the different groups.

**Figure 4.3 Homoscedasticity test**



Source: survey (2022) SPSS output

#### 4.6.5 No Autocorrelation Test

Linear regression model assume cross-sectionally the covariance between the error terms is zero. The research applied Durbin Watson test, which is most commonly used techniques of detecting autocorrelation. Thus, if the value of DW test is between 1.5 and 2.5 there is no evidence for the presence serial correlation among error terms (Hassen et al, 2017). As illustrated in table 4.7 the DW test falls in the acceptable range, which implies absence of serial correlation among errors

**Table 4.7: Durbin Watson test result**

Model	Durbin Watson
1	1.058

**Source: survey (2019) SPSS output**

#### 4.7 Multiple Regression

A multiple linear regression analysis was performed to analyze the differences in employee commitment caused by the independent variables. Employee commitment is explained variable whereas physical work environment, psychological work environment, and external work environment are explanatory variable.

**Table 4.8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 <sup>a</sup>	.764	.761	.60570

a. Predictors: (Constant), EWE, PsWE, PWE

**Source; (SPSS output, 2022)**



**Table 4.9: Coefficients Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.771	.475		1.621	.112
PWE	.921	.110	.858	8.351	.000
PsWE	-.188	.119	-.154	-1.575	.123
EWE	.380	.136	.281	2.787	.008

a. Dependent Variable: EC

**Source; (SPSS output, 2022)**

In the above table 4.8, R-square- is statistical measure that tells the proportion of the variance for a dependent variable that's explained by an independent variable or variables included in regression model. R<sup>2</sup>- also explains to what extent the variance of one variable explains the variance of other variable. R squared value range from 0 to 1 and commonly stated as a percentage from 0% to 100%. And R square of 100% indicates that, dependent variable is completely explained by independent variable of the model. 0% shows the model explains none of the variability of the response data around its mean. According to model summary, R is .782 and R square is .764. This means overall working environment (independent variable) explain approximately 76.4% of the variance in employee commitment (dependent variable), with the remaining 23.6% stated by variables not included in the study.

In the above table 4.9, the coefficients of the independent variables in the regression equation, including all of the predictor variables listed above, are found in the unstandardized coefficients column. The standardized beta coefficient section indicates how a single variable contributes to the overall model. Whenever the independent variable increases by one standard deviation, the beta weight is the average amount the dependent variable increases.

## **4.8 Summary of Regression Result and Hypothesis Testing**

In this part the relationship between the independent variable and dependent variable were discussed. The independent variables were physical work environment, psychological work environment, and external work environment, whereas the dependent variable was employee commitment.

### **Hypothesis 1**

**Physical work environment have a significant positive effects on employees' commitment.**

The result of multiple regressions as illustrated in table 4.9 above revealed that physical work environment has positive and statistically significant effect on employee commitment with a beta value of 0.921 and p-value of .000 which is less than 0.05. This implies that, other explanatory variable remain constant, if the mean score value of physical work environment increase by 1 unit, on average the mean score value of employee commitment increase by 0.921 unit and statistically significant at 5% significance level.

The researcher rejects the null hypothesis; that means physical work environment has significant positive effects on employees' commitment. This indicates that, physical work environment elements (work load, wage scale and recreational facilities) have a strong positive effect on employee commitment. Based on the above statistical result, the first hypothesis is accepted

### **Hypothesis 2**

**Psychological work environment has a positive effect on employees' commitment.**

The result of table 4.9 showed that psychological work environment has negative and statistically insignificant effect on employee commitment with a beta coefficient of -.188 and p-value of 0.123, which is greater than 0.05. This implies that, other explanatory variable remain constant, if psychological work environment increase by 1 unit, the outcome variable will decrease by the beta coefficient value -.188 unit and statistically significant at 12.3% significance level. As a result, the second hypothesis is rejected.

### **Hypothesis 3**

#### **External work environment has negative effect on employees' commitment.**

The result illustrated in table 4.9 above revealed that external work environment has positive and statistically significant effect on employee commitment with a beta value of 0.380 and p-value of .008 which is less than 0.05. This implies that, other explanatory variables remain constant, if the mean score value of external work environment increase by 1 unit, on average the mean score value of employee commitment increase by 0.380 unit and statistically significant at 5% significance level.

The researcher rejects the null hypothesis and accepted the alternative hypothesis that means: external work environment has positive significant effect on employee commitment. This implies that, when external work environment is stopped pushing and employees work freely, this will lead to improvement in their commitment.

### **4.9 Discussion**

In this study, the first hypothesis is similar to the research made by Nzewi et al (2018), investigated the relationship between physical work environment and employee performance in selected brewing firms in Anambra state, Nigeria. The research was cross-sectional study and conducted on 233 employees of brewing firms. They state that physical work environment has positive and significant effect on employee performance; which is consistent with the result of this study.

The second hypothesis is rejected and the researcher accepted alternative hypothesis, the research by Mansor et al, (2012), studied the effect of reward towards employee job performance in chemical based industries Malaysia. The research was applied quantitative approach and conducted on 127 employees. The finding of the study revealed that reward has significant and positive effect on employee job performance which is in line with the result of this study. The study of Salah, M. (2016), titled on the influence of rewards on employee performance also concluded that reward has positive and significant effect on employee job performance.

In the three hypothesis the researcher rejects the null hypothesis and accepted the alternative hypothesis and similar with the research finding of Kaleem et al (2012), which is titled "the effect

of work over load on employee performance” that is conducted in Pakistan water and power development authority indicate that: work overload has significant negative effect on employee performance, which is consistent to the finding of this research. Ali et al (2013) also concluded in their research that work overload has significant negative effect on employee performance.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### INTRODUCTION

This chapter presents overall summary of main findings of the analysis part, followed by the conclusion of the study through which the research objective was addressed. Furthermore, this part also includes possible recommendations and suggestions for further studies.

#### 5.1 Summary of Findings

The objective of the study was to investigate the effect of working environment on employee commitment using major factors of working environment physical work environment, psychological work environment and external work environment. The research was undertaken in 13 directorates found in education and training authority. The study was conducted using self-administrative questionnaires to the target population of 153 operational employees: out of 50 sampled employees 47 of them responded properly. Furthermore, the research is analyzed by using statistical package for social science version 20.

The descriptive statistics of the variables revealed that, most of the employees agreed with physical work environment with a cumulative mean value of 3.823 and 2.9775 standard deviation, psychological work environment with a mean value of 3.610 and 0.9014 standard deviation and external work environment scored a mean value of 3.5743 and 1.0431 standard deviation.

Pearson correlation coefficient results showed a significant positive relationship between physical work environment, psychological work environment, and external work environment and employee commitment. And the finding showed that, a strong relationship is found between physical work environment, psychological work environment and employee commitment. Some moderate relationship is revealed between external work environment and employee commitment.

The model summary of multiple regression revealed that 76.4% of the variation in employee commitment is explained by three factors of working environment included in the study. The

remaining 23.6% is explained by other variables that not included in the model. The Anova table also revealed that, the constructed model is statistically significant even at 1% significance level. The coefficient table also indicates that physical work environment has high effect on employee performance with a beta value of (.921), followed by external work environment (.380), psychological work environment (- .188).

From the finding of this study, coefficient table indicate that physical work environment and external work environment has positive and significant effect on employee commitment while psychological work environment showed negative and significant effect on employee commitment.

## **5.2 Conclusions**

- ❖ The regression output revealed that physical work environment has positive and statistically significant effect on employee commitment. The correlation analysis also confirmed positive and significant relationship. From this it was concluded that as suitability of physical working environment increase it lead to correspondent increase in their commitment.
- ❖ The coefficient of external work environment variable in the model is positive and statistically significant at 5% significance level. Correlation analysis also reveals that, there is significant and positive relationship between external work environment and employee. Thus, an increase in reward result in dramatically increased employee performance commitment.

## **5.3 Recommendations**

On the basis of the above summary of finding and conclusions of the study, the following recommendations are forwarded to the management of industrial park.

- Since physical work environment has strong relationship with employee commitment; suitable work environment allows workers to perform better, improve productivity, and maximize quality in their commitment. Therefore, its recommended that physical work environment (in terms of work load, wage scale and recreational facilities) should be made sure that they stay at an acceptable level so as employees don't get distracted or bothered by them on their job).

☛ Since external work environment has strong relationship with employee commitment; necessary external work environment will lead employee to be encourage at work which also helps to increase their commitment. Thus, the authority needs to follow and design to accept reasonable political interference and should accept technological enhancement and give training for employees to maximize their ability as well work commitment.

#### **5.4 Suggestions for Further Studies**

This research was undertaken only in education and training authority found in Addis Ababa Ethiopia; as such the finding of this study may not represent the entire government authority sectors through Ethiopia. Therefore, using the finding of this research as a bench mark other researchers need to conduct research in this area. Besides, the researcher recommends that this study only included three work environment variables such as physical work environment, psychological work environment and external work environment. There could be other relevant work environment factors that are more important for the issue under study but excluded due to different reasons. Therefore, it would be better if the future researchers consider more factors of work environment that affect employee commitment like work place violence, harassment, transportation problem and occupational health and safety.

## References

Ali-Yassin S. A., Abdiaziz, A. A. and Abdiqani, A. A. (2013). Working conditions and employees' productivity in manufacturing companies in Sub-Saharan African context: case of Somalia. *Educational Research International*, 2 (2)

Allen, N & Meyer, 1996, "Affective, continuance and normative commitment to the organization: An examination of construct validity", *Journal of Vocational Behaviour*, vol. 49, no. 3, pp. 252-276.

Ayo C.K (1994). *Computer Literacy: Operation and Appreciation*.

Bresnahan T., Brynjolfsson, E., and Hitt, L (2002) *Information Technology, Workplace*

Dess & Robinson (1984) *Organizational Capabilities and Profitability: The Mediating Role of Business Strategy*

Eckstein and Wolpin (1990) generalize and estimate the equilibrium search model of Albrecht and Axell (1984).

Farmer, S and Seers, A (2004). *Time Enough to Work: Employee Motivation and Entrainment in the Workplace*. *Time and Society*, 13(2-3), 265-284.

Fined, P. (2003). *Employee Motivation and Job Satisfaction in Finnish Organizations: A Study of employees in the Oulu Region, Finland*. Master of Business Administration thesis, University of London.

Fred Sadeghi, N, Naghavi and Seyed Ali,(1989). *Participatory management, industrial research and training center* 1st edition.

Gitahi, (2012), *Effect of Workplace Environment on the Performance of Commercial Banks Employees in Nakuru Town*, pp. 75-82.

Griffin, R. W., Welsh, A. & Moorhead, G.(1981). *Perceived Task Characteristics and Employee Performance: A Literature Review*. *Academy of Management Review*, 6 (4), 655-664.

Gutnick, L. (2007). *A workplace design that reduces employee stress and increases employee*



Hammed, A.(2009). Impact of Office Design on Employees' Productivity: a case study of Banking Organizations of Abbottabad, Abbot Tabard, Unpublished Thesis Pakistan

Harold and Koontz (1994) Management and organization series 10th edition

Haynes and Barry, p.(2008), An Evaluation of the Impact of the Office Environment on productivity. Journal of Facilities.26 (5/6), pp. 178-19.

Ismail (2010) The Influence of physical workplace environment on the productivity of civil servants: The case of the Ministry of Youth and Sports, Putrajaya, Malaysia Voice of Academia Vol.5 No.1

Kamau (2015) investigated the factors affecting employee commitment in the case of Kenya Airports Authority

Khoum(2002). Workplace Environment and its impact on organizational performance in London

Linda Åström (2021) the journalist-NGO relationship a social exchange theory

Longman Dictionary of Contemporary English (2005)

McGee, G & Ford, R 1987, "Two (or more?)dimensions of organizational commitment: Reexamination of the affective and continuance commitment scales", Journal of Applied Psychology, vol. 72, no. 4, pp. 638- 642

Mokaya, S. and Gitari, J. W.(2012). Effects of Workplace Recreation on Employee Performance: The Case of Kenya Utalii College. International Journal of Humanities and Social Science, 2(3), 176-183.

Mutia and Sikalieh (2014).working environment and its influence on productivity, vol. 1 -12.

Mwita, J. I. (2000). Performance management model: A system-based approach to system quality. The International Journal of Public Sector Management, Volume 13, No. 1

Noe, R.A. (2008). Employee training and development, New York: McGraw Hill

Organization and the Demand for Skilled Labor: Firm-level Evidence, The Quarterly Journal of Economics.

S, Callander (2021), Market Competition and Political Influence: An Integrated Approach,

Sheathe (2007). Improving employee performance. Journal of banking

Temessek, (2009). Expanding the Psychosocial Work Environment: Workplace Norms

Ulrich Teichler (2015). Higher Education and Graduate Employment: Changing Conditions and Challenges

Ushie et al, (2015) examined the effect of work environment on employees' commitment in agro-based industries in Cross River State.

Van den Berg and Ridder (1998) modify the Burdett and Mortensen (1998) equilibrium search model

Wasti, A 2002, "Affective and continuance commitment to the organization: test of an integrated model in the Turkish context", International Journal of Intercultural Relations, vol. 26, no. 5, pp. 525-550.

Waweru, P (2010). Effect of Internal and External Environment on Employee's Retention. A Case Study of Faulu Kenya (Unpublished Master's Thesis) Kenya Methodist University, Nairobi Kenya.

World journal (2022) dimensions of work environment, October 4, 2017  
<https://doi.org/10.1371/journal.pone.0185781>)

## Appendix A: Questionnaire

St. Mary University

School of Graduate Studies

M.A Program of Marketing Management

Questionnaire to be filled by employees

My Name is Melkamu Ayele and I am a final year student of Master of Marketing Management at St. Mary University doing a research paper on the topic “The Effect of Work Environment on Employees’ Commitment” in Education and Training Authority. The purpose of this research is to investigate the effect of working environment on employee’s commitment. Please spend a few minutes from your precious time to fill up this questionnaire. Read each question properly and tick inside the boxes corresponding to the response that most accurately represents your level of agreement and view. Please answer as truthfully as you can. Be assured that answers are going to remain confidential. If you have any question or something not clear, please feel free to contact me.

Melkamu Ayele

Cell-phone: +251 941153068

E-mail: melkamuayele6@gmail.com

**INSTRUCTIONS:** No need of writing your name. Please put (√) this signs in the appropriate box for your selected answer.

Give your response to each statement according to the following five-point scale in terms of your own level of agreement and view.

### Section I: Demographic Information

1. **Sex:**  Male  Female

2. **Age:**  20-30  31-41  42-52  Above 53

3. **Marital Status:**  single  married  divorced  Widowed

4. **Education Status:**  below grade 12  Grade 12 completed  Diploma

Degree  Master Degree  Doctorate

## Section II: Working environment

The following statements are aimed to measure your perception towards the working environment at Education and Training Authority by using five points Likert scale (1=strongly disagree, 2= disagree,3= neutral, 4= agree and 5= strongly agree). Please put “√”mark for every statement based on your level of agreement.

	Description of items	strongly disagree	disagree	neutral	agree	strongly agree
		1	2	3	4	5
<u>No</u>	<b>1. Physical Work Environment</b>					
1.1	Most days I feel my workload is reasonable.					
1.2	The economy affects my satisfaction with my current salary scale.					
1.3	Full recreational facilities have value interpersonal harmony and avoid conflicts with employees.					
	<b>2 Psychological Work Environment</b>					
2.1	I'm motivated to go extra kilometers at work when needed.					
2.2	The activities I do are valued by other staff members.					
2.3	I feel that a lot of time will be needed or wasted to get known to the community.					
	<b>3 External Work Environment</b>					
3.1	Lack of availability of technology affects employees to work independently.					
3.2	For some situations, political intervene is the most important.					

### **Section 3 Employee Commitment**

The following statements are aimed to measure your perception towards the working environment at Education and Training Authority by using five points Likert scale (1=strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree). Please put “√”mark for every statement based on your level of agreement.

No	Employees' Commitment	1	2	3	4	5
1	I recommend this authority to my family and friends.					
2	I understand how I contribute to the authority's goals.					
3	I value the authority's value.					

***THANK YOU FOR YOUR PARTICIPATION!***

## Appendix B: Descriptive Statistics for Each Items

### Physical Work Environment Items

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Work Load</b>	47	2.00	5.00	3.3404	.93893
<b>Wage Scale</b>	47	1.00	5.00	3.9574	1.12206
<b>Recreational Facilities</b>	47	1.00	5.00	4.1702	.91649
Valid N (listwise)	47				

### Psychological Work Environment

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Motivation</b>	47	1.00	5.00	4.1489	.88413
<b>Psychological Support</b>	47	1.00	5.00	3.2128	1.10210
<b>Management System</b>	47	2.00	5.00	3.4681	.71782
Valid N (listwise)	47				

### External Work Environment

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Technology</b>	47	1.00	5.00	3.6383	.96517
<b>Political</b>	47	1.00	5.00	3.5106	1.36529
Valid N (listwise)	47				

### Employees' Commitment

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Recommend</b>	47	1.00	5.00	4.0638	1.00875
<b>Contribute</b>	47	1.00	5.00	4.0426	1.02060
<b>Value</b>	47	1.00	5.00	3.9149	1.10000
Valid N (listwise)	47				