

## THE MEDIATION EFFECT OF JOB SATISFACTION ON EMPLOYEES' ORGANIZATIONAL COMMITMENT

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### **ABSTRACT**

*Many studies have confirmed the organizational commitment is an important factor deciding the success or failure of the organization. However, how to commit employees with the organization is still a challenge for many organizations. This study was conducted to determine the factors that affect employees' organizational commitment in Ethiopian public sector. The survey study was conducted on 272 sampled respondents from randomly selected 14 federal ministries. From the total of 272 questionnaires, 260 usable questionnaires were returned and out this, 84 were women and 164 were men. For the purpose of analysis, Structural Equation Modeling (SEM) was employed using AMOS software, version 21. The study results showed that employees in the public sector relatively had a higher level of affective commitment, followed by normative and continuance commitment respectively. Even though job satisfaction had a statistically significant positive effect on employees' organizational commitment, the existing level of employees' job satisfaction was found to be satisfactory. Based on the study finding, job satisfaction had a mediation effect on the relationship between independent variables, perceived organizational support and training, and the dependent variable, employees' organizational commitment with statistically significant positive indirect effect. And job satisfaction had a mediation effect on the relationship between perceived supervisors support and organizational commitment with statistically significant negative indirect effect. Hence, the study recommends that to enhance employees' organizational commitment; the public sector should work towards improving employees' job satisfaction by strengthening their organizational support and training.*

**KEYWORDS:** *Organizational Commitment, Job Satisfaction, Perceived Organizational Support*

### **INTRODUCTION**

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

In the current world of globalization, human resource is seen to be the important resource as it drives all the other factors, and the way organizations handle this resource determines their future success (Armstrong, 2009). And effectively functioning organization always view their human resource as the major source of competitive advantage and they are highly dependent on the commitment of their employees (Armstrong, 2005). And the growing competition and the constant implementation of new technologies demand organizations to have well qualified and reliable personnel to maintain their position in the competition.

The success of any organization depends not only on how the organization makes use of human competences but also how it stimulates its commitment to its goals and objectives (Whiteman & Mattord, 2003). Employees' organizational commitment turns to be of a paramount importance due to the associated benefits such as improved job performance (MacKenzie, Podsakoff and Aheame 1998; Ketchand and Strawser 2001; Riketta 2002), lower employee turnover (Ketchand and Strawser 1998; Stallworth 2004), less resistance to change (Iverson 1996; Yousef 2000; Nikolaou and Vakola 2005) and improved productivity and overall organizational performance (Mathieu and Zajac 1990; Chow 1994).

Employee commitment is a psychological state that binds the individual to the organization (John and Elyse, 2010). One of the most-cited models of organizational commitment was developed by Allen and Meyer (Meyer and Allen, 1991; Allen and Meyer, 1996, 2000). It differentiates three commitment components namely affective which denotes emotional attachment to the organization; continuance which denotes perceived costs associated with leaving the organization; and normative which denotes feelings of obligation towards the organization. Each of these components contributes to strengthening the likelihood that the employee will remain in the organization, but the nature of each mindset differs from the others (Allen and Meyer, 2000; Meyer and Allen, 1991, 1997).

The Ethiopian public sector has initiated and undergone through significant reform programs since 1997 (Ministry of Civil Service, 2013) so as to enhance its effectiveness, efficiency and accountability and the sector is expected to take the leading role in the successful accomplishment of the country transformational plans. But pursuing such objectives will be only possible with committed employees of the sector.

Though the literature indicated that employees' organizational commitment comes through the process of investment in them through HRM practices (Wright & Kehoe, 2008), majority of the Ethiopian public sector leadership expect to get employees' organizational commitment for the grant. On the other hand in most of the work evaluation made in the public sector underline the absence of employees' commitment as a root cause for most of the performance problems arises in the sector. And it is common to hear stereotypes typically associated with the public sector whereby employees are depicted as lazy, non-committed and inefficient. Thus, this study was to investigate factors affecting employees' organizational commitment in the case of the Ethiopian public sector.

### **Statement of the Problem**

Organizational commitment and job satisfaction are the most prominent individual outcomes of human resources management (HRM) practices in the organizational research (Boon, Den Hartog, Boselie, & Paauwe, 2011; Boon & Kalshoven, 2014; Gould-Williams et al., 2014; Gould-Williams, Mostafa, & Bottomley, 2015). But in the long-held debate over the HRM-performance model, the major focus has been on the organizational outcomes of HRM practices (Beer, Eisenstat, & Foote, 2009; Purcell & Kinnie, 2007). And little attention has been given to the individual outcomes of HRM practices, notwithstanding a few exceptions (Gould-Williams et al., 2014; Gould-Williams et al., 2015; Kooij et al., 2013; Van De Voorde, Paauwe, & Van Veldhoven, 2012; Wood, 2008). Even most of those works, which have focused on individual outcomes of HRM practices, emphasized them as means towards performance enhancement rather than as ends in themselves (Guest, 2002). Due to these reasons, this study was focused on investigating the individual outcomes of HRM practices as ends in themselves, to bridge this missing link in the HRM-performance model.

Besides, different studies come up with contradicting finding regarding the association between employees' job satisfaction and employee organizational commitment; some studies finding showed that job satisfaction is a direct determinant of employee organizational commitment (MacKenzie et al. 1998; Lok and Crawford 2001; Koh and Boo 2004), while others have argued that job satisfaction is an outcome of employee organizational commitment rather than a predictor (Bateman and Strasser 1984; Paik, Parboteeah and Shim 2007).

Studies showed mixed outcomes regarding the association among HRM practices, job satisfaction and organizational commitment (Peccei, 2004). For Meyer & Smith (2000), the relation between HRM practices and employees' organizational commitment is linear. On the other hand, the relation between HRM practices and employees' organizational commitment is more of an indirect than direct nature, as it is believed to act through other variables (Meyer and Smith, 2000). And the conceptual framework of the study was developed the most susceptible way that HRM practice is believed to affect employees' organizational commitment is through employees' job satisfaction.

This study has contributed to the existing knowledge by further investigating the mediation effect of employees' job satisfaction on the relationship between independent variables perceived organizational support, training and perceived supervisor support and dependent variable employees' organizational commitment.

## **OBJECTIVES OF THE STUDY**

### **The General objective of the study**

The general objective of the study was to investigate the mediation effect of employees' job satisfaction on the relationship between independent variables perceived organizational support, training and perceived supervisor support and dependent variable employees' organizational commitment in the case of Ethiopian public sector.

### **The Specific Objectives of the Study**

The study was to address the following specific objectives.

- To assess the existing nature of employees' organizational commitment in the public sector;
- To investigate the effect of Perceived organizational support, Training and Perceived supervisor support on employees' organizational commitment;
- To examine the effect of employees job satisfaction on employees' organizational commitment;
- To investigate the mediation effect of employees' job satisfaction on the relationship between independent variables perceived organizational support, training and perceived supervisor support and dependent variable employees' organizational commitment

### **Research Hypothesis**

**H1**-The predominant type of commitment that public sector employees have will be affective commitment;

**H2**-Perceived organizational support, Training and Perceived supervisor support will have a significant positive effect on employees' organizational commitment;

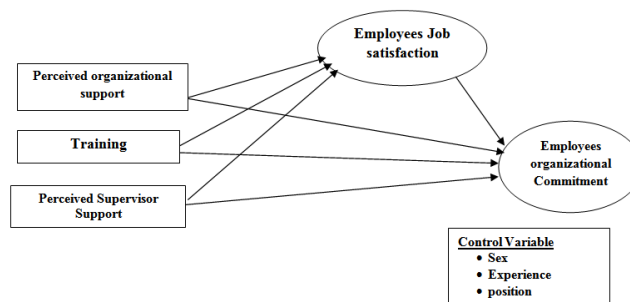
**H3**-Perceived organizational support, Training and Perceived supervisor support will have a significant positive effect on employees' job satisfaction;

**H4**-Employees' job satisfaction will have a significant positive effect on employees organizational commitment;

**H5**-Employees' job satisfaction mediates the relationship between independent variables (Perceived organizational support, Training, and Perceived supervisor support) and the dependent variable, employees' organizational commitment.

### Conceptual Framework of the Study

Based on theoretical and empirical findings a theoretical framework that guided this study was constructed as shown in the Figure-1 below. The framework establishes the causal relationship between independent variables (perceived organizational support, training and perceived supervisor support), the independent variable (employee organizational commitment) and moderator variable (employee job satisfaction). The demographic variables of sex and experience were treated as control variables in the model.



**Figure 1: Conceptual Framework**

Source: Own Model

## METHODOLOGY

### Research Design, Data Type, and Source

The study employed a quantitative research design to meet the research objectives that was focused was on the testing hypothesis. Primary data was collected from experts and leaders found in selected federal public organizations via a structured questionnaire.

### Sampling Procedure

For the purpose of selecting a sample from the target population, federal public organizations, two stags sampling was employed. Out of the target population 244 federal public organizations, 5% (13) federal public organizations were selected for the purpose of the study by using the lottery method. And from sampled organizations, 272 individual employees and leaders were selected by using the formula for sample size determination from large population size developed by Yamane (1963).

### Method of Data Analysis

For the purpose of data analysis, both descriptive and inferential statistics were employed. Descriptive statistics

such as mean, standard deviation and percentages will be applied to characterize the sample units.

Inferential statistics like independent-t-test and ANOVA utilized to analyze the existing difference in between demographic variables and independent variables. To test the association between variables the Pearson correlation analysis was employed. In addition, Econometric Model (Structural Equation Modeling) was applied to validate the measurement model and predict relationship among different variables in the structural model.

## **Measurement Definition and Hypothesis**

### **Dependent Variables**

#### **Employees' Organizational Commitment**

The level of employees' organizational commitment was measured by 18 items scale developed by Allen & Meyer, 1991. These items measure the three components of organizational commitment that includes affective commitment (6-items), continuance commitment (6-items) and normative commitment (6-items).

### **Mediator Variable**

#### **Employee Job satisfaction**

Employees' job satisfaction was measured using Wright and Cropanzano's (1998) five-item measure on a five-point scale with anchors of 'strongly disagree' and 'strongly agree'.

Job satisfaction and employee organizational commitment are reciprocally related (Mathieu and Zajac 1990) with some studies finding that job satisfaction is a direct determinant of employee organizational commitment (Johnston, Parasuraman, Futrell and Black 1990; Mannheim, Baruch and Tal 1997; MacKenzie et al. 1998; Lok and Crawford 2001; Koh and Boo 2004), while others have argued that job satisfaction is an outcome of employee organizational commitment rather than a predictor (Bateman and Strasser 1984; Paik, Parboteeah and Shim 2007). Given the mixed findings, in this study employee job satisfaction was expected to have a positive effect on the employee organizational commitment.

In this study the employee job satisfaction expected to mediate the relationship of independent variables (perceived organizational support, training and supervisor support) with the dependent variable, employee organizational commitment.

### **Independent Variables**

#### **Perceived Organizational Support**

The level of perceived organizational support was measured as the combined score for Eisenberger et al.'s (2001) six-item measure. Respondents were required to indicate the extent to which they agreed with six statements on a five-point scale with anchors of 'strongly disagree' and 'strongly agree'.

Numerous studies have found that the provision of organizational support plays a crucial role in developing employees' commitment to their organizations (Shore and Tetrick 1991; Guzzo, Noonan and Elron 1994; Hutchison 1997; Currie and Dollery 2006; Aube, Rousseau and Morin 2007). A positive relationship between employees' perceived organizational support and the level of employee organizational commitment was found in Eisenberger et al. (1990) and Rhoades et al. (2000) and the same association is expected in this study. Therefore, in this study perceived organizational support was expected to have a positive effect on the employee organizational commitment.

## Training

Training relates to the degree to which employees' perceived that their organizations have conducted extensive and formal training programs. Perceptions on the extent of training were assessed using five items adopted from Delery and Doty (1996). And there are mixed findings in relation to the association between training and employee organizational commitment. Some authors argue that training enhances employee organizational commitment with employees more willing to work harder if they have been provided with adequate training (Taormina 1999; Lambooj, Flache, Sanders and Siegers 2007), while others suggest that training can antagonize employees and/or make alternative employment more accessible by improving their competence levels (Lermont-Pape 2002). Given the mixed findings, in this study training was expected to have a positive effect on the employee organizational commitment.

## Perceived Supervisor Support

Perceived supervisor support was measured using Rhoades et al.'s (2001) scale with a total of 4 items and respondents were required to indicate the extent to which they agreed on a five-point scale with anchors of 'strongly disagree' and 'strongly agree'.

Many researchers have scrutinized the importance of supervisor support and found that employees also expect supervisors to be caring and supportive (Eisenberger et al., 2002; Kottke and Sharafinski, 1988). Griffon et al., (2001) found that supervisor's support has a strong relationship with organization commitment and Ogilvie (1986) confirmed that supervisors' actions directly impact the commitment of employees. Hutchison, (1997) indicated that supervisor support has a positive effect on organizational commitment. Therefore, in this study supervisor support was expected to have a positive effect on the employee organizational commitment.

## Control Variables

A large number of previous studies indicated the association between demographic variables and employee behavior (Mathieu & Zajac, 1990; Schmidt, 2009). Such personal characteristics as age, education, and work experience are usually considered to be precursors of organizational commitment (Steers, 1977; Vila & García, 2005). Guest (1987) suggests that at an individual level, commitment correlates with age, organizational position, educational status, sex, and work ethic. Following the aforementioned findings, the study considers the variables gender, position, and experience as a control variable.

## RESULT AND DISCUSSIONS

For the purpose of collecting primary data, 272 questionnaires were distributed to the sampled respondents. Out of the distributed questionnaires, 248 were returned and the response rate was 91.17%. And before passing to the data analysis preliminary data analysis was carried out by using appropriate statistical methods to check unengaged respondents, missing values, outliers, and normality assumption.

## Validating the Measurement Model

The first stage in confirmatory factor analysis was validating the measurement model using the goodness of fit measures. Figure-2 below depicted the theoretical factor structure of the measurement model. It was composed of 7 latent variables and 38 observed variables and each of the observed variables connected only to one latent variable. This

theoretical model was identified by constraining one of the regression weights from each factor into 1.

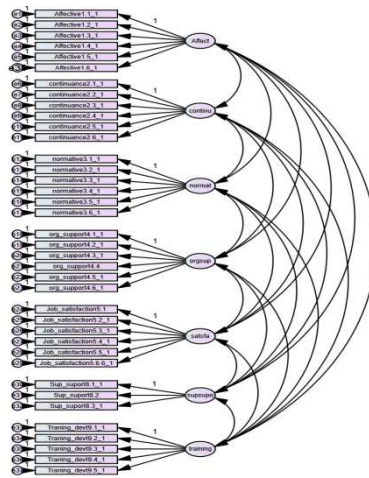


Figure 2: Theoretical Factor Structure of the Measurement Model

Source: Own Computation

The model fitness was tested to see how well our proposed/theoretical model (in this case, the model of the factor structure) accounts for the correlations between variables in the dataset. In the beginning, some of the model fit measures as shown in Tabel-1 below was not acceptable CFI and PClose were 0.755 and 0.05 respectively and these values are under the threshold (Hu and Bentler, 1999). To improve the model fit modification indices were considered. Based on the modification indices suggestion latent factor, organizational support error terms of observed variables 4.1\_1 and 4.4\_1 were co-varied. After applying the modification indices, in order to improve the model farther, a reliability of individual items was assessed and items that had low regression weight or loading below 0.5 with the intended construct were removed from the model (Hulland, 1999; White et al., 2003; Ribbink et al. 2004). By doing this from 38 observed variables 14 of them were dropped and left with 24 variables categorized under 7 constructs figure 3.

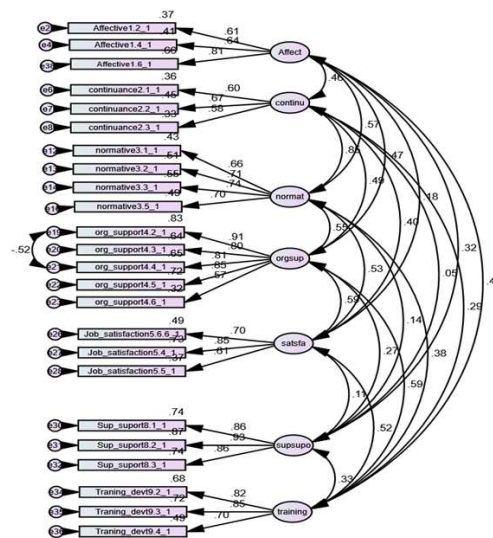


Figure 3: CFA Final Measurement Model

Source: Own Computation

**Table 1: Model Fit Measures**

Measure	Estimate	Estimate after Modification	Threshold	Interpretation
<b>CMIN</b>	1626.638	415.968	--	--
<b>DF</b>	644	230	--	--
<b>CMIN/DF</b>	2.526	1.809	Between 1 and 3	Excellent
<b>CFI</b>	0.755	0.936	>0.95	Acceptable
<b>SRMR</b>	0.096	0.067	<0.08	Excellent
<b>RMSEA</b>	0.079	0.057	<0.06	Excellent
<b>PClose</b>	0.000	0.089	>0.05	Excellent

Source: Own Computation

Reliability and Validity

### Reliability of a Construct

Reliability of construct checks the internal consistency of all indicators or internal homogeneity of a set of items to measure the concept. According to Anderson and Gerbing (1988), to say a construct is reliable Composed Reliability (CR) greater than 0.70 need to be achieved. Based on the study analysis shown below Table-2 each construct had the CR value greater than 0.70, indicating that all constructs of the model were reliable.

**Table 2: Model Validity Measures**

	CR	AVE	MSV	Maxr(H)	Orgsup	Satsfa	Supsupo	Training	Commit
<b>orgsup</b>	0.893	0.631	0.360	0.919	<b>0.795</b>				
<b>satsfa</b>	0.768	0.529	0.360	0.804	0.600***	<b>0.728</b>			
<b>supsupo</b>	0.915	0.783	0.107	0.926	0.267***	0.109	<b>0.885</b>		
<b>training</b>	0.836	0.632	0.349	0.852	0.590***	0.526***	0.328***	<b>0.795</b>	
<b>commit</b>	0.862	0.685	0.328	0.983	0.573***	0.506***	0.161*	0.406***	<b>0.828</b>

Source: Own Computation

### Construct Validity

The construct validity defines the items used to measure a given construct actually measure that construct and nothing else and it consist of convergent and discriminant validity.

### Convergent Validity

The convergent validity is the extent to which a set of items assumed to represent a construct does correlate with each other. To meet convergent validity the Average variance extracted (AVE) for each construct need to be greater than 0.50 (Fornell and Larcker, 1981; Chin and Newsted, 1999; Gounaris and Dimitriadis, 2003). As shown in Table -2 above AVE for all construct was greater than 0.5. Hence, all of the constructs included in the model satisfied the convergent validity test.

### Discriminant Validity

Discriminant validity was established where maximum shared variance (MSV) was lower than the average variance extracted (AVE) for all the constructs (Hair et al, 2010) or the inter-factor correlations are less than the square root of the average variance extracted (AVE) (Fornell and Larcker, 1981). In this study as indicated in Table-2 above the AVE for each construct was greater than the MSV and all the inter-correlations were less than the square root of the AVE. Therefore, the model satisfied the discriminant validity test.



### Common Method Bias

Harman's single-factor test is the most widely known approach for assessing Common method bias (CMB) (Podsakoff and Organ, 1986). In this study, the test was employed to check if the majority of the variance can be explained by a single factor. It was done by constraining the number of factors extracted in Explanatory factor analysis (EFA) to be just one (rather than extracting via eigenvalues) and examined the un-rotated solution. CMB is assumed to exist if a single factor emerges from un-rotated factor solutions explains more than 50% the variance in the variables (Podsakoff and Organ, 1986). Table-3 below indicated that a single explains 23.94% of the variance which is less than the cut point indicating that CMB was not a major concern in this study.

**Table 3: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.615	31.730	31.730	7.615	31.730	31.730
2	2.799	11.663	43.393			
3	2.102	8.757	52.149			
4	1.453	6.056	58.205			
5	1.302	5.426	63.631			

Source: Own Computation

### Mean, Standard Deviations and Correlations of the Study Variables

Descriptive statistics such as mean scores, standard deviations, and inter-correlations of the study variables are provided in Table 4.

**Table 4: Descriptive Statistics and Correlations of the Study Variable**

	Item	Mean	Std.	1	2	3	4	5	6	7	8
1	Employee organizational commitment	2.5342	.75187	1							
2	training	2.6905	.94561	.472**	1						
3	Supervisor support	2.9644	.98496	.182**	.362**	1					
4	Employees job Satisfaction	1.7846	.78562	.592**	.607**	.127*	1				
5	Perceived organizational support	2.6732	1.02561	.634**	.646**	.284**	.670**	1			
6	Normative commitment			1.000**	.465**	.179**	.586**	.625**	1		
7	Continuance commitment			.950**	.402**	.134*	.522**	.568**	.945**	1	
8	Affective commitment			.682**	.433**	.275**	.316**	.478**	.675**	.609**	1
	**. Correlation is significant at the 0.01 level (2-tailed).										
	*. Correlation is significant at the 0.05 level (2-tailed).										

Source: Own Computation

Results in Table 4 showed that variables training, supervisors support and perceived organizational support had a statistically significant positive relationship with employee organizational commitment at 1% level of significance. This indicated that as training, supervisors support, employees' job satisfaction and perceived organizational support increased, employees become more committed to their organizations.

The result also indicated that variables training and perceived organizational support had a statistically significant positive relationship with employees' job satisfaction at 1% level of significance. But the positive relationship between supervisors support and employees job satisfaction was only significant at 5% level of significance. And based on this result, when there is an increase in training, supervisors' support and perceived organizational support, employees become more satisfied with their job.

A statistically significant positive relationship was also found between employee job satisfaction and employees' organizational commitment. This shows that the more employees are satisfied with their work, the more they are likely to become more committed to their employing organization.

According to Abd. Majid and McCaffer (1997) classifications for the rating scale,  $1.00 \leq \text{Average Index} < 1.50$  (poor level),  $1.50 \leq \text{Average Index} < 2.50$  (satisfactory level),  $2.50 \leq \text{Average Index} < 3.50$  (good level),  $3.50 \leq \text{Average Index} < 4.50$  (very good level), and  $4.50 \leq \text{Average Index} \leq 5.00$  (excellent level). Based on this classification the mean value of employees organizational commitment (Mean = 2.5342, SD = .75187) was found to be at a good level. And the mean value of employee job satisfaction (Mean = 1.78, SD = 0.78) was found to be at satisfactory level. This result indicated that the mean value employee job satisfaction by far lower than the mean value of employees organizational commitment. And this lower employees' job satisfaction was found to be the major factor that leads to lower employees' organizational commitment.

Moreover the mean value of perceived organizational support (Mean = 2.6732, SD = 1.02561), Training (Mean = 2.6905, SD = .94561), and supervisor support (Mean = 2.9644, SD = .98496) were found to be at good level.

### **Characteristics of Employees' Organizational Commitment in the Public Sector**

#### **Type of Employees' Organizational Commitment by Position**

Table 5 below showed that the mean value of normative commitment for experts and leader groups were 2.50 and 2.71 respectively. According to this study finding, though leaders' normative commitment was greater than that of experts, the level of commitment for both groups was good and there was no statistically significant difference in normative commitment between these groups.

In terms of continuance commitment, the mean value for continuance commitment for experts and leaders were 2.25 and 2.40 respectively. Based on this finding, the level of continuance commitment for both groups was found to be satisfactory and there was no statistically significant difference in continuance commitment between these groups.

Regarding affective commitment, the mean value of affective commitment for experts and leaders were 2.74 and 3.03 respectively. The level of commitment for both groups was found in the good range but leaders' affective commitment was found to be greater than experts and this difference was found to be statistically significant at 5% level of significance.

Finally, the mean value of the overall commitment for experts and leaders were 2.5 and 2.71 respectively. And the level of overall commitment of both group found to be in good range and there was no statistically significant difference at a 95% confidence interval.

**Table 5: Type of Organizational Commitment by Position**

Characteristics	Expert N=214 Mean (Std)	Leaders=34 Mean(Std)	Df	T-Value
Commitment	2.50(0.76)	2.71(0.63)	246	-1.47(ns)
Normative	2.50(0.77)	2.71(0.64)	246	-1.46(ns)
Continuance	2.25(0.68)	2.40(0.55)	246	-1.14(ns)
Affective	2.74(0.81)	3.03(0.57)	246	-2.56**

**\*\*5% Probability Levels Respectively, ns=Not Significant**

**Source: Own Computation**

### Structural Model

The structural model of the SEM applied to test the hypothesized causal relationship between the dependent and independent variables. In this study, the pictorial representation of the model was developed by connecting constructs from the measurement model by using arrows from the independent construct to dependent variables based on the established theory. (look Figure-3 above), the construct commitment was created a second-order factor by joining three constructs commitments (affective, normative and continuous) which are types of commitment.

Before running the model to test the hypothesis the model was tested for multicollinearity and linearity assumptions. The independent variables were evaluated for multicollinearity by using the variance inflation factor (VIF). According to Gaskin (2017), the VIF value for independent variables is recommended not to be greater than 10. Table-6 indicated that the VIF value for the independent variables were less than 5 indicating that the variables satisfy multicollinearity assumptions.

**Table 6: Multi Collinearity Statistics**

1	(Constant)	Tolerance	VIF
	Training	.484	2.067
	Supsupo	.837	1.195
	Satsfa	.483	2.069
	Orgsup	.451	2.217

**Source: Own Computation**

To test the linearity assumption curved estimation was done for all the relationship in our model and determined that all the relationships were sufficiently linear and was tested using covariance-based SEM algorithm (Gaskin, 2017).

### Hypothesis Testing using Structural Model

#### **H2-Perceived Organizational Support, Training and Perceived Supervisor Support will have a Significant Positive Effect on Employees' Organizational Commitment**

The independent variables (perceived organizational support, supervisors support, and training), accounts for 41 % of the variations in organizational commitment. Based on the regression analysis result on Table 7, Perceived organizational support had a positive and statistically significant effect on organizational commitment at 1% level of significance with Beta value 0.558. And this finding was consistent with the finding of Bishop et al. (2000); Eisenberger et al. (2001); Currie and Dollery (2006); Aube et al. (2007); Rhoades et al. (2000).

On the other hand, the independent variables training had no statistically significant effect on organizational commitment at a 95% confidence interval. This lack of support for a positive relationship between training and commitment is consistent with the findings of Lermont-Pape (2002); Aizzat et al. (2008); Meyer and Smith (2008). Similarly, the independent variables supervisors support had no statistically significant effect on organizational commitment at 95% confidence interval.

Based on the study found, the above hypothesis (H2) was only partially supported since the positive relationship between the independent variable training and supervisors support with the dependent variable employee commitment was not supported.

### **H3-Perceived Organizational Support, Training and Perceived Supervisor Support will have a Significant Positive Effect on Employees' Job Satisfaction**

Based on figure 4 above the three independent variables (perceived organizational support, supervisors support, and training) were explaining 53% of the variations in employees' job satisfaction. As shown in Table 7, the effects of training and perceived organizational support on job satisfaction were found to be positive and statistically significant at 1% level of significance with the beta value 0.318 and 0.505 respectively. Similarly, Colakoglu, Culha, and Atay (2010) found that perceived organizational support has a significant effect on job satisfaction. Several methodological studies also demonstrated that employees who are supported from their organization are more likely to be satisfied with their job (Tansky & Cohen, 2001; Riggle, Edmondson & Hansen, 2009; Ahmad & Yekta, 2010). This finding was also consistent with optimists view that the adoption of progressive HRM practices by management is associated with higher levels of job employees satisfaction (Ray & Ray 2011; Snape & Redman, 2010; Peccei, 2004; Edgar & Geare, 2005)

The effect of supervisors support on employees' job satisfaction was negative and statistically significant at 1% level of significance. This finding was in line with the pessimistic view that considers progressive HRM practices as essentially harmful to workers (DeHart-Davis, Davis, & Mohr, 2014) and more surveillance by supervisors which in a real sense is more exploitative due to which employees report a low level of satisfaction (Guest, 2002).

Based on the study found, the above hypothesis (H3) was only partially supported since the positive relationship supervisors' support with employee job satisfaction was not supported.

### **H4-Employees' Job Satisfaction will have a Significant Positive Effect on Employees Organizational Commitment**

Employees' job satisfaction accounts for 35% of the variation in organizational commitment. And it had a statistically significant positive effect on organizational commitment at 1% level of significance with beta value 0.592. This finding was consistent with the findings of Lok and Crawford 2001; Koh and Boo 2004. Thus, H4 was supported.

## **Mediation Test**

In recent literature like Derek et al.(2011); Hayes (2009); MacKinnon et al. (2000); Shrout & Bolger (2002); Zhao et al. (2010), the requirement for a significant total effect prior to examining indirect effects be abandoned. Furthermore, the absence of a direct effect after controlling for an initial mediator should not lead to conclusions of ‘full’ mediation. Rather, we submit that researchers’ exploration of mediation should be guided by theory. If there are theoretical reasons to predict the presence of an indirect effect or multiple indirect effects, researchers should explore these effects regardless of the significance of the total or direct effect. Hence, in this study, mediation test was done without considering the significance of the total and the direct effects as a precondition.

### **H5-Employees’ Job Satisfaction Mediates the Relationship between Independent Variables (Perceived Organizational Support, Training, and Perceived Supervisor Support) and the Dependent Variable Organizational Commitment**

Before including the mediator variable, perceived organizational support had a positive total effect with a beta value 0.558 at 1% level of significance. When employees’ job satisfaction included in this relationship as a mediator, perceived organizational support continued having a positive direct effect on organizational commitment at 1% level of significance. But the beta value reduced to 0.392. And perceived organizational support had a positive indirect effect on organizational commitment at 1% level of significance with the beta value 0.166 (Table 7).

### **The Mediator Effect of Employees’ Job Satisfaction in the Relationship between Training and Organizational Commitment**

Before including the mediator variable, training was having a positive total effect with a beta value 0.118 but this association was not statistically significant at a 95% confidence interval. When employees’ job satisfaction included in this relationship as a mediator, training continued having a positive direct effect which was not statistically significant at a 95% confidence interval with lower beta value 0.014. Even though both the total and direct effect of training on organizational commitment was not statistically significant it had a positive indirect effect on organizational commitment at 1% level of significance with the beta value 0.105 (Table-16).

### **The Mediator Effect of Job Satisfaction in the Relationship between Supervisors Support and Organizational Commitment**

Before including the mediator variable, supervisors support was having negative total effect with a beta value - 0.007 but this association was not statistically significant at a 95% confidence interval. When employees’ job satisfaction included in this relationship as a mediator, supervisors support had a positive direct effect which was not statistically significant at a 95% confidence interval with beta value 0.037. Even though both the total and direct effect of supervisors support on organizational commitment was not statistically significant it had a negative indirect effect on organizational commitment at 1% level of significance with the beta value -0.044 (Table 16).

**Table 7: Standardized Regression Weight for Direct, Indirect and Total Effect**

Path Name	Direct Regression Weight	Indirect Regression Weight	Total Regression Weight
training-->satsfa	0.318***	-	-
position-->satsfa	0.1**	-	-
experience-->satsfa	-0.097**	-	-
sex-->satsfa	-0.026(ns)	-	-
supsupo-->satsfa	-0.134***	-	-
orgsup-->satsfa	0.505***	-	-
satsfa-->commit	0.329***	-	-
orgsup-->commit	0.392***	0.166***	0.558***
training-->commit	0.014(ns)	0.105***	0.118*
supsupo-->commit	0.037(ns)	-0.044***	-0.007(ns)
position-->commit	-0.021(ns)	0.033**	0.012(ns)
experience -->commit	0.169***	-0.032***	0.137***
sex-->commit	0.088*	-0.009(ns)	0.079(ns)

Source: Own Computation

\*\*\*. Significant at the 0.001 level    \*\* Significant at the 0.05 level    ns=Not Significant

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

The existing level of overall employee organizational commitment in the federal public organizations was found to be good. And both employees and leaders had relatively higher level of affective commitment, followed by normative commitment, and then continuance commitment. In addition there was statistical significant difference in affective commitment between employees and leaders. In this case leaders were having greater affective commitment than employees.

There was a significant causal relationship between job satisfaction and employees' organizational commitment. Based on this finding, employees who had greater job satisfaction were having a greater commitment to their organization. But the level of employees' job satisfaction in the federal public organizations was found to be only at a satisfactory level.

Perceived organizational support had a strong positive causal relationship with both organizational commitment and job satisfaction. The study results indicated that the employee who perceived positive organizational support were found to be satisfied with their job and committed to their organization. And the relationship between perceived organizational support and organizational commitment was partially mediated by job satisfaction. Hence, the effect perceived organizational support on organizational commitment was partly caused due to its positive effect on job satisfaction.

In this study training and supervisors, support was not able to contribute significantly to increase employees' organizational commitment.

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