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The State of Employee Commitment to Organizational Goals in Addis Ababa City Administration

Gebre Miruts [1]

Abstract

The state of employee commitment is a multi-dimensional individual's psychological attachment to an organization. Hence, the study aims at examining the state of employee commitment to organizational goals using the components of Tri-Dia-Model of Employee Commitment Employee engagement, employee job satisfaction and transformational leadership were also used as a common denominator to check the interface between employee commitment and organizational effectiveness. Descriptive and explanatory research types were employed and 400 samples were used. Primary and secondary sources were used. Descriptive statistics, correlation, regression and content analysis were applied. The study concluded that, besides, the unnecessary political interference, employee commitment was very poor, employee disengagement was common and therefore employees were dissatisfied, meanwhile role of leadership to ensure employee commitment was still poor. Therefore, the city administration should have to take a remedial action to control unnecessary political interference and the dyadic leadership style to promote employee commitment. The clear-cut separation of power between party politics and government bureaucracy must urgently be established. If not corrected, the status quo practices may, in addition to employee disengagement, dissatisfaction and poor commitment, jeopardize the organizational effectiveness of the city as well as that of the country.

Key Words: Employee Commitment, Employee Engagement, Employee Satisfaction and Role of Leadership

1. Introduction

The state of employee commitment to organizational goals is the combination of affection for job, fear of loss and sense of obligation to stay. Hence, to retain best talent, employees of public sectors need to be sufficiently engaged and satisfied. Because, disengaged and dissatisfied employees are not excited on their job and they don't want to spend extra effort, are not supportive in team works and develop the wait-and-see attitude (Dajani, 2015). Workers with low level of engagement are disinterested and are not curious about their organization and their own role on it; they often have poor relationships with their managers and coworkers. In any

[1] PhD, Assistant Professor, College of Leadership and Governance, Ethiopian Civil Service University, email: lewama10@gmail.com

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case of disengagement and dissatisfaction, employee's affection for job is low, fear of job loss is common and turnover is obvious. Consequently, the question of employee commitment in public sector organizations is alarming.

Hence, the researcher tried to assess previous research works and many scholars like Viljevac et al. (2012) analyzed three factors affecting work engagement: vigor, dedication and absorption. Job satisfaction discussed as a major factor of work engagement by Abraham (2012).Yakin (2012), Das (2013) and Ruslan (2014) tried to demonstrate the levels of how engagement and employee job satisfaction affect private sectors organizational commitment. Jones (2018) described significant association among engagement and organizational commitment in private sectors. In their empirical study, Bekele (2014) and Aynalem (2018) have shown employee dissatisfaction in organizational commitment.

Among other things, the researcher believes, taking the urban-rural locus, the commitment model (affective, continuance and normative commitment) together with transformational leadership style (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) need to be tested in public sector organizations in Ethiopia. Therefore, this study aims at examining the state of employee commitment to organizational goals in public sectors of Addis Ababa city administration. To examine the state of employee commitment to organizational goals in Addis Ababa public sector, the following research questions were used.

1. How the state of employee commitment to organizational goals is practiced in Addis Ababa when measured in terms of affective commitment, continuance commitment and normative commitment?
2. What is the role of leadership in the state of employee commitment when evaluated in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration?
3. Is there any significant effect of employee engagement and employee job satisfaction on employee commitment?
4. If any, what is the interface between employee commitment and organizational effectiveness?

2. Literature Review

Literature shows that, Social Exchange Theory deals with the relationship between organization and employee. It provides a basis for understanding employee engagement, job satisfaction and employee organization commitment (Ariani, 2013). It used to explain the relationship between employees and their customers and how these relationships affect the level of service provision. Svanberg (2015) also believe that, customers prefer relational relationship to transactional relationship with their service providers. Service providers must interact with customers during their work and opinion formed by the employee regarding these relationships will affect their level of engagement, satisfaction and commitment to their job and the organization.

Job Demands-Resource Theory helps to explain and understand employee engagement, job satisfaction and organizational commitment (Bakker, 2014). The theory confirms, employees face job demands and resources to help them deal with the demands. Employees need to provide with necessary resources to perform work roles since they have consequential effects on engagement and commitment (Dajani, 2015). It is true that, without necessary resources, employee engagement, job satisfaction and employee commitment to organizational goal is suffering. Every occupation may have risk factors associated and these risk factors fall into job

demands or job resources (Albrecht, 2012). The theory also explains relationship between work-family conflict and engagement, satisfaction and commitment.

The commitment Model is also a multi-dimensional individual's psychological attachment to an organization. The domain of employee commitment gears to affective attachment to (Affective commitment), cost perception related to leaving (continuance commitment) and obligations to stay in an organization (Normative commitment). The first is related to individual's identification with organization, attitude towards organization and affective attachment to goals and values. Second indicates, continuing when commitments are linked to participation in profits or departure from related costs. Finally, lifelong commitments can be interpreted as maintaining ethical loyalty and commitment to organization (Yeh, 2015).

The concept of employee engagement is an invaluable concept towards many aspects of individual and organizational performance. The characteristics of employee engagement are vigor, dedication and absorption (McNamara, 2015). A supportive work environment, where management shows concern for employees and allows employees to voice their thoughts and feelings, is a core determinant of the level of engagement employees feel (Sanneh, 2015). Public sector leaders who are supportive and inspiring increase the engagement level of their followers by increasing involvement in, and enthusiasm for, the followers' work. Organization that support flexible work arrangements, allowing employees to balance their work and home lives notably lead to engaged employees (Jalani, 2015).

Job satisfaction is the level of contentment that employees feel about their job overall and specific aspects of the job. This description is not a static definition because job satisfaction means something different to everyone. Upper-level management should not overlook the effect that job satisfaction and engagement have on the overall atmosphere of organization (Fischer, 2014). Organizational culture has strong and deep impact on the employee performance. The culture of an organization plays important part on employee engagement, satisfaction and commitment. Factors that affect employee satisfaction are pay, promotion; work environment, supervision, communication, co-worker, benefits and the work itself among other things have significant influence on employee job satisfaction (Miarkolaei, 2014).

Transformational leaders stimulate and inspire followers to provide more effort to achieve organizational goals. The elements of transformational leadership are Idealized Influence: is emotional component of leadership that describes the act of strong role model-ness. These leaders usually have high standards of moral and ethical conduct and can be counted on to do the right thing. They are deeply respected by followers. Inspirational Motivation describes leaders who communicate high expectations to followers, inspiring to become committed to and a part of shared vision in organization. Team spirit is enhanced by this type of leadership (Northouse, 2016).

Intellectual Stimulation also includes leadership that stimulates followers to be creative and innovative and to challenge their own beliefs and values as well as those of the leader and the organization. This type of leadership supports followers as they try new approaches and develop innovative ways of dealing with organizational issues. It encourages followers to think things out on their own and engage in careful problem solving (Manafi, 2015). Individualized Consideration is a representative of leaders who provide supportive climate in which they listen carefully to the individual needs of followers. Leaders act as coaches and advisers while trying to assist followers in becoming fully actualized. These leaders may use delegation to help followers grow through personal challenges (Yahaya, 2016).

3. Research Methodology

To analyze the state of employee commitment in public sectors of Addis Ababa, the research employed both descriptive and explanatory research design, concurrent mixed method of both quantitative and qualitative, both primary and secondary data sources, four bureaus, two sub cities 6 *Woredas*, 36 sector offices and using Yamane's table of sample size determination 400 sample were used for the study. Therefore, quantitative data was used to analyze by using percentages, means, standard deviations, correlations and regressions. On the other hand, data collected from qualitative data was coded and transcribed into texts and analyzed by content analysis and narration. Subsequently, results obtained both from qualitative and quantitative data was mixed to compare results. A relationship between data and variables were recognized by interpreting declarations and document analysis and all the required data obtained were synthesized, analyzed, discussed and narrated.

4. Results and Discussions

4.1. Socio-Demographic Factors

In the contemporary world today, workforce diversity is becoming both noteworthy and contest to public sector governance. As noted in many public sector governance policies, workforce diversity is the comparison of employees in terms of age, cultural background, physical abilities and disabilities, race, religion, gender and sexual orientation. With this in mind, respondents of the study area were requested to share experience of their organization in terms of workforce diversity. The following Table 4.1 depicts the response.

Theories show that, recruiting diversified labor-force is necessity for public organizations. The Ethiopian public servant proclamation and the data obtained confirm workforce diversity in Addis Ababa city Administration. Because, 67.9 % of the participants were male and 32.1% were females. Though most of the participants (47.7%) were youth, the workforces of the study area were diversified ranging from the age 20 to 60. when seen in terms of education, 1.3% of the respondents are grade 12 and below, 30.6% are between certificate and diploma. However, 47.4% and 20.7% are degree, Masters and above respectively. There also observed high religious assortment. This indicates that, taking the gender and education issues into account, Addis Ababa have a good experience in workforce diversity.

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Table 4.1: Socio-Demographic Factors

Variables		***N***	***%***
Gender	Male	266	67.9
	Female	126	32.1
Age	20-30	187	47.7
	31-40	158	40.3
	41-50	46	11.7
	51-60	1	0.3
Educational Background	Grade 12 and Below	5	1.3
	Certificate	37	9.4
	Diploma	83	21.2
	First degree	186	47.4
	Masters and above	81	20.7
Religious Background	Orthodox	217	55.4
	Muslim	51	13
	Catholic	26	6.6
	Protestant	89	22.7
	Other, if any	9	2.3

Source: Field Survey, 2020

4.2. Employee Commitment

At the center of public sector organizations, there is commitment. The commitment level can be leveled as high, medium and low commitment. Many scholars in the area of administration affirmed that, high employee commitment is considered as robust receipt of organizational value and willingness to continue with an organization. The *"will to stay"* suggests that, the behavioral tendencies at high level relates strictly with affective commitment dimension where staff members stay because they want to. With this sentiment, public servants were consulted to share their opinion about the state of employee commitment in Addis Ababa and the following cross-tabulation table portrays the result.

Table 4.2: Gender * Employee Commitment Cross-tabulation

			Employee Commitment				Total
			not committed at all	poorly committed	somewhat committed	committed	
Gender	Male	Count	7	163	72	24	266
		% within	2.6%	61.3%	27.1%	9%	100%
	Female	Count	17	58	51	-	126
		% within	13.5%	46%	40.5%	-	100%
Total		Count	24	221	123	24	392
		% within	6.1%	56.4%	31.4%	6.1%	100%

Source: Field Survey, 2020

As can be observed from Table 4.2, 63.9% of the male and 59.5% of the female respondents confirmed the impoverishment of employee commitment to organizational goals. In contrast however, female respondents (40.5%) believe that, the public servants in Addis Ababa are somewhat committed. The predictor and Criterion Variables indicated in Table-3 below also recaps the low level of employee commitment in Addis Ababa.

Table 4.3: Predictor and Criterion Variables of Employee Commitment

Variable	***N***	***Mean***	***SD***	***Level***
Affective Commitment	392	2.51	1.6	Low
Continuance Commitment	392	1.94	1.1	Low
Normative Commitment	392	2.20	1.3	Low

Source: Field Survey, 2020

As presented in Table 4.3, data analysis results have shown employee commitment is applied to a less extent in Addis Ababa public sectors in which the aggregate mean score is 2.22 which is far lower than the median (3.5). This is an indicator on the reflectance of employee commitment and such low level of exhibition denotes weak attitude regarding public servants commitment to their organization.

Employee affective commitment is a good predictor of employee's emotional attachment, identification and involvement in organization. It is true that, organizational members who are committed to organization on affective basis continue working for their organization. Besides, continuance employee commitment focuses on awareness of costs associated with leaving an organization. It calculates cost of employees leaving their organization. The third constituent is employee's normative commitment which discusses about feeling of obligation to continue working in organization. Normatively committed public sector employees reflect morally right to stay regardless of how much status augmentation the organization gives him/her over the years. To uphold the state of employee commitment to organizational goals in Addis Ababa, respondents were consulted to share their opinion as follow.

Table 4.4 below endorses, despite the level of disagreement, 76.5% of the respondents on average denied to accept the practical application of affective commitment loop in the public sector organizations. A distinct typical aggregate result also shows, 36.1% of the participants totally disagree, 21.8% of them moderately disagree and 18.6% slightly disagree on the way affective commitment is applied. Some also seem confused because they were unable to decide on their level of affective commitment as a predictor to employee commitment. The mind-set that characterizes affective commitment is vital. However, the renunciation result of the eight items measured by seven Likert-scale implies, most public servants are not happy to spend the rest of their career with their current organization, don't like to discuss about their current organization with people outside it, don't really feel their organization's problems as their own, think that they could easily attached to another organization as they are attached to their current organization, don't feel like part of the family and emotionally attached to their organization, don't feel strong sense of belonging to their organization, and don't believe the organization has a great deal of personal meaning for them. Some interviewees mentioned most public sector employees lack affective commitment to their organizational affairs.

Table 4.4: The State of Employee Commitment

Affective Commitment	Scale						
	1	2	3	4	5	6	7
	%	%	%	%	%	%	%
Affective Commitment							
• I would be very happy to spend the rest of my career	37.8	31.1	31.1				
• I enjoy discussing my organization with people outside it	31.1	12.5	6.1	19.1	12.5	18.6	
• I really feel as if this organization's problems are my own	43.9	24.7	6.1	6.1	19.1		
• I could easily become attached to another organization	6.1	38	24.7	25	6.1		
• I feel like part of the family in this organization	37.8	12.2	18.6	12.5	19.1		
• I feel emotionally attached to this organization	25	18.6	37.8	18.6			
• I feel a strong sense of belonging to this organization	44.1	18.6	18.6	18.6			
• This organization has great deal of personal meaning for me	628	18.6	6.1	12.5			
Continuance Commitment							
• I afraid if I quit without having another job	43.6	12.5	43.9				
• It would be too costly for me to leave this organization now	43.6	12.5	37.8	6.1			
• Staying with this organization is a matter of necessity	37.5	37.2	19.1	6.1			
• I feel I have too many options to consider leaving		18.9			49.5	31.4	
• The cost of leaving would be scarcity of available alternatives	56.1	43.9					
Normative Commitment							
• I think that people these days move too often							
• I believe that a person must always be Loyal to organization			6.6		12.2	50.3	37.5
• Jumping from organization to organization is ethical to me		6.1			31.1	50	12.2
• I continue working b/c I believe that is loyalty		37.2	37.5		12.5	25.3	56.1
• If I got another offer for, I would feel it was right to leave		6.1			25.3		
• I was taught to believe in the value of remaining loyal		12.5	12.5		18.9	43.9	31.1

1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Slightly Disagree, 4 = Neither disagree nor agree, 5 = Slightly Agree, 6 = Moderately Agree and 7= Strongly Agree. Source: Field Survey, 2020

Literature shows that, when continuance employee commitment is not completely determined by affective commitment, it usually boils down to employees cost associates with leaving an organization. As illustrated in Table 4.5, the respondents were not afraid of what might happen if they quit their job without having another job and most of them (93.9%) assume that it would not be too costly for them to leave their current organization. Besides, most respondents believe staying with their current organization is not a matter of necessity rather it is an opportunity. The labor market today is friendly with alternatives and opportunities that's why people leave their organization when inconvenient. The interviewees also acknowledged that, most of the public servants did not have an exit plan to leave their organization however they suddenly depart. They further stated that continuance employee commitment is an individual consciousness of costs related with staff leaving an organization but public sectors of Addis Ababa are suffering due to high employee turnover and absenteeism.

Employee normative commitment was assessed in Addis Ababa public sector organizations and employees feeling of obligation to continue working in their current organization were not promising. This is said because almost all respondents admitted the regular movement of expertise from organization to organization too often. Even though, they (93.4%) believe on organizational loyalty, they (93.9%) consider the movement of employees as ethical.

Consequently, contributors denied the issue of employee moral responsibility to accept a reason to continue working for their current organization. Most participants (93.9%) accepted that, if they got another offer elsewhere, they would feel it was right to leave their current organization. Most participants claim the government pay scale as the reason for their lack of commitment. Key informants also seriously claimed the issue of commitment comparing with the current benefit package. At some instance, monthly salary of a senior expert is by far less than leaders housing allowance. As documented, standardized residential house and nontaxable Birr from 6,500 to 9000 a month for housing allowance and 1,200 Birr to unlimited use for mobile is merit for position (Addis Ababa city administration revised allowance directive, 2019/20).

Pearson's correlation coefficient as a statistical approach to test for the existence, strength and direction of the possible relationship between variables were applied. The correlations between the predictor and criterion variables in Table 4.5 below shows a significant association between affective and continuance commitment ($r = .617$, $p \leq .05$) and significant association between affective and normative commitment of employee ($r = .712$, $p \leq .05$). In addition, a significant association between continuance and normative commitment of employee ($r = .583$, $p \leq .05$).

Table 4.5: Correlation Coefficients among Predictor Variables

Variable		Affective Commitment	Continuance Commitment	Normative Commitment
Affective Commitment	Pearson Correlation	1	.617*	.712*
	Sig. (2-tailed)		.000	.000
Continuance Commitment	Pearson Correlation	.617*	1	.583
	Sig. (2-tailed)	.000		.000
Normative Commitment	Pearson Correlation	.712*	.583	1
	Sig. (2-tailed)	.000	.000	

Correlation is significant at p<.05, *Correlation is significant at p<.001

The correlation coefficient of the predictor indicates, when employee affection for their job increases by 1%, the fear of loss job and obligation to stay increases by .617 and .712 respectively. Similarly, when fear of loss job increases by 1%, the obligation to stay in an organization increases by .583 and vice-versa. This positive association predicts that, the variables are interlinked each other to contribute on employee commitment.

4.3. The Role of Transformational Leadership

Leadership in general and transformational leadership in particular emphasis on intrinsic motivation and follower development which fits the needs of today's work groups, who want to be inspired and empowered to succeed in times of uncertainty. It is a process that change and transform people concerned with emotions, standards and long-term goals.

Table 4.6: Predictor and Criterion Variables of Transformational Leadership

Variable	N	Mean	SD	Median	Mean Distance from Median	Level
Idealized Influence	392	0.98	0.74	2.5	< 1.52	Low
Inspirational Motivation	392	1.87	1.17	2.5	< 0.63	Low
Intellectual Stimulation	392	1.59	1.06	2.5	< 0.91	Low
Individualized Consideration	392	1.57	1.13	2.5	< 0.93	Low

Source: Field Survey, 2020

The issues of transformational leadership as indicted in table 4.6 above, the mean score for the control variable of idealized influence was 0.98, when measured using the 5-point scale. This shows that, respondents were disappointed by the low idealized influence of their leaders. Similarly, the result shows, mean score for the control variables of inspirational motivation and intellectual stimulation were 1.87 and 1.59 respectively which indicates low level of leaders to motivate and stimulate their employees. The mean score of individualized consideration was also 1.57 which was below the median on the 5-point scale. This illustrates the low practice of individualized consideration in the public sectors of the study area.

We cannot document the question of public servant commitment without the role of effective leadership. Idealized influence of leadership is one the basic apparatuses of transformational leaders which encompass behaviors that instill pride in followers for being associated with the leader. It points-out that, a leader goes beyond the individual self-interest for the greater goodness of group and make personal sacrifices for others' benefit. The question of public servant commitment calls for inspirational leadership motivation which incorporates those who talk optimistically about the future and articulates a compelling vision for that future. The leader's motivational behavior encourages a sense of team spirit and creating general enthusiasm. Employee commitment needs leadership intellectual stimulation which focuses on behaviors and attributes. This implies that, transformational leadership seeks different perspectives when resolving difficulties and becomes others to look at those problems from different angle as well. Those who apply intellectual leadership stimulation inspire modern thinking and propose new way of looking at how to complete assignments. Individualized consideration focuses on spending time to coach and teach followers and promote self-development. It also emphases on treating others as individuals, rather than, simply group members and identify different needs, abilities and aspirations for those individuals. Hence, respondents were consulted to share their experience about the roles of transformational leadership on the state of employee commitment to organizational goals.

Literature shows that, transformational public sector leader emphasizes on leader-follower interaction and its approach is used to empower and create sense of unity among followers. However, the practice of transformational public sector leaders when measured in terms of idealized influence in Addis Ababa city administration was very poor. This is said because; most respondents as indicated in Table 4.7 replied, idealized influence of leadership was applied once in a while. Even a significant number of respondents said that the idealized influence of leadership is not experienced at all. The public servants believe that their leaders are not charismatic, are not going beyond their self-interest, are not confident, are not focused on important values, and don't emphasize a collective mission. This implies that the degree to which the leaders attend to the needs of employees, keeping communication open and offering empathy and support is poor. The leaders respect to their experts and valuing the contributions that individual experts can make to the team is still poor.

In many instances, transformational public sector leaders are expected to be inspirational. This is because; ambition is the path to success. Nevertheless, knowing is not enough; action matters. When transformational leadership is measured in terms inspirational motivation in Addis Ababa, Table 4.7 indicates, fairly often leaders talk optimistically about the future, articulate a compelling vision for the future and talk about what needs to be accomplished, express confidence that goals will be achieved. However, the ability to create exciting image of what is essential to consider and the way leaders encourage team-spirit and enthusiasm is poor.

Because, most respondents confirmed as it was applied once in a while. This implies the leaders are inspired in planning than action.

Table 4.7: Transformational Leadership

Survey Items	Scale				
	0	1	2	3	4
	%	%	%	%	
Idealized Influence					
• Instil pride in followers (charismatic)	37.5	37.8	18.6	6.1	
• Go beyond their self-interest for the good of organization	24.7	50.3	25		
• Displays a sense of power and confidence	43.6	56.4			
• Talk about their most important values and beliefs	18.6	50.3	31.1		
• Emphasize collective mission	24.7	56.4	38	6.1	
Inspirational Motivation					
• Talk optimistically about future					
• Articulate a compelling vision for the future	18.6	25.3	25	31.1	
• Express confidence that goals will be achieved	18.6	19.1	18.6	24.7	18.9
• Creates exciting image of what is essential to consider	18.6	12.5	31.1	37.8	
• Encourages team-spirit, general enthusiasm	18.6	37.8	18.6	25	
Intellectual Stimulation					
• Seeks differing perspectives	12.5	37.8	30.9	18.9	
• Gets others to look at problems from differing angles	12.5	43.6	25.3	18.6	
• Encourage non-traditional thinking	31.4	31.4	18.6	18.6	
• Suggest new ways of looking at completing assignments	12.5	44.1	24.7	18.6	
• Re-examine critical assumptions	18.6	31.4	25.3	24.7	
Individualized Consideration					
• Spend time coaching and teaching followers	24.7	37.5	18.6	18.6	
• Promote self-development	24.7	31.4	24.7	19.1	
• Treat team members as individuals	18.6	37.2	25.5	18.6	
• Identify differing needs, abilities and aspirations	12.5	43.9	37.5	6.1	
• Listen to others' concerns	37.5	37.8	6.1	18.6	
• Help develop others' strengths	18.6	37.5	24.7	18.6	

0 = Not at all, 1 = Once in a while, 2 = Sometimes 3 = fairly often and 4 = Agree moderately. Source: Field Survey, 2020

Intellectual leadership stimulation is one of the core measures of transformational public sector leaders. In the state of employee commitment to organizational goals, intellectual leadership stimulation helps to inspire innovation, creativity, critical thinking and problem solving. It also involves exciting followers' opinion and imagination then stimulating their ability to identify and solve public problems creatively. However, Table 4.7 indicates, intellectual leadership stimulation in Addis Ababa public sector is poor. A significant number of the respondents stated, public sector leaders are not stimulant at all. Public sector leaders in Addis Ababa tries once in a while to apply different perspectives, gets others to look at problems from divergent angles, encourage non-traditional thinking, suggest new ways of looking at completing assignments and re-examine critical assumptions. This implies, though change and change leaders are in place to transform public sector, they are not intellectually stimulant to achieve public sector goals.

The practice of individualized leadership consideration in Addis Ababa public sectors is also very poor. This is said because; public sector leaders were not spending time to coach and teach

followers and were not promoting employee self-development. Table 4.7 indicates, while coaching and teaching followers and promoting employee self-development is expected as a regular duty, public sector leaders of Addis Ababa practiced it once in a while only. Most respondents confirmed, the practice to spend time coaching and teaching followers, promote employee self-development, treat team members as individuals, identify different needs, ability and aspirations of teams, listen to others' concerns and helping to develop others' strengths were not done regularly rather it was done once in a while. Even some significant number of the contributors reacted that individualized consideration was not reflected at all. This implies that, the state of employee commitment to organizational goal is not supported by the public sector leaders.

Besides, Spearman's rho correlation coefficients were used to test the existence, strength and the direction of possible relationships between the variables. As indicated in the correlation Table 4.8, the correlations between predictor and criterion variables show a significant positive association between idealized influence and inspirational motivation($r = .672^{*}$, $p \leq .05$) and significant positive association between inspirational leadership motivation and intellectual stimulation ($r = .817^{**}$, $p \leq .05$). There is also a significant positive association between intellectual stimulation and individualized consideration($r = .572$, $p \leq .05$). Therefore, the four predictor variables have a significant positive association when measured each other.

Table 4.8: Spearman's rho Correlation Coefficients among Predictor Variables

Variable		Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration
Idealized Influence	Spearman Correlation	1	.672*	.817**	.572
	Sig. (2-tailed)		.000	.000	.000
Inspirational Motivation	Spearman Correlation	.672*	1	.781**	.498
	Sig. (2-tailed)	.000		.000	.000
Intellectual Stimulation	Spearman Correlation	.817**	.781**	1	.513
	Sig. (2-tailed)	.000	.000		.000
Individualized Consideration	Spearman Correlation	.572	.498	.513	1
	Sig. (2-tailed)	.000	.000	.000	

Correlation is significant at p<.05, *Correlation is significant at p<.001. Source: Field Survey, 2020

Key informants also described that there is dividing public sector employees as in-and-out-group members and ethnic based negative discrimination devastated the state of employee commitment to organizational goals. Thus, the in-group members receive more influence, information, confidence and concern from their leaders. However, the out-group members are becoming less compatible with the leader and usually just come to work, do their job and go home.

4.4. Employee Engagement

Assessing the state of employee commitment to organizational goals will be incomplete without considering employee engagement. This is said because, the domain of employee engagement ranges from employee emotional and intellectual commitment or attachment, passion or high level of enthusiasm for the employee's work, the amount of additional effort employees invest in

their work, levels of dedication employees feel towards their work to employees positive cognitive, emotional and behavioural states that align with organisational outcomes. Hence, respondents were consulted to share their level of engagement at work.

Employee engagement helps employee to have a positive, fulfilling, work-related state of mind in organization. However, when employee engagement is measured in terms of enthusiasm, most public sectors are not passionate to engage their employees. This is said because, as table 4.9, many public servants admitted, their job was not inspired, time not hovered when working, don't feel strong and vigorous, don't feel bursting with energy, were not enthusiastic and their job was not challenging. Similarly, when employee engagement was measured in terms immersion at work, the public servants are not fully immersed. For the reason, most respondents believe it was not difficult to detach themself from their job, when they were working, didn't forget everything else around them, were not immersed, they got not carried away when working and are not willing to continue working for long periods of time. The experience of perseverance at work was poor. The public servants admitted that they were not mentally resilient, were not feeling happy when working intensely and were not always persistent, even when things go well.

Table 4.9 Employee Engagement

Survey Items	Scale					
	1	2	3	4	5	6
	%	%	%	%	%	%
Enthusiasm at Work						
My job inspires me	37.5	25.3	24.7	12.5		
Time flies when I am working	43.9	6.1	31.4	18.6		
At my job I feel strong and vigorous	50	12.2	37.8			
I find the work that I do full of meaning and purpose	25	12.5	18.6	19.1	24.7	
At my work, I feel bursting with energy	6.1	25	31.1	37.8		
I am enthusiastic about my job	25	37.2	37.8			
To me, my job is challenging	12.5	31.6	25	6.1	24.7	
When I get up in the morning, I feel like going to work	12.5	56.6	6.1	12.5	6.1	6.1
Immersion in Work						
It is difficult to detach myself from my job	32.9	3.1	20.7	12.5	6.1	24.7
When I am working, I forget everything	43.9	6.1	31.4	18.8		
I am immersed in my work	50	25	37.8			
I get carried away when I am working	25	12.5	18.8	19.1	24.7	
I can continue working for very long periods of time	6.1	25	31.1	37.8		
Perseverance at Work						
At my job, I am very mentally resilient	25	37.2	37.8			
I feel happy when I am working intensely	12.5	31.6	25	6.1	24.7	
At my work I always persist	12.5	56.6	6.1	12.5	6.1	6.1

0 = Never 1 = Almost never (A few times a year or less) 2 = Rarely (Once a month or less), 3 = Sometimes (A few times a month), 4 = Often (Once a week), 5 = Very Often (A few times a week) and 6 = Always (Every day). Source: Field Survey, 2020

During the survey, interview was held with public servants of Addis Ababa and most of the discussants perceive that, the potential reason for employee disengagement were lack of meaningfulness at work like unchallenging tasks, work role misfit, lack of recognition, lack of opportunities to participate in decision-making, lack of collaboration and inadequate reward system among other things; lack of safety at work that embraces, lack of trust, poor ethical norms, unfair treatment, perceived inequities, poor relationship with supervisor and colleagues;

organizational issues which contains poor working conditions, shortage of resources, overgrown polarization and acceptance of low performance.

4.5. Employee Job Satisfaction

Employee job satisfaction is the level of contentment that employees feel about their job overall and specific aspects of the job. It is the way employees develop a perception about their job and the degree to which employees like their jobs. The more the work environment takes care of employees' needs and values, the more satisfied employees become of their jobs.

Table 4.10: Employee Job Satisfaction

		Scale				
Survey Statement	1	2	3	4	5	6
	%	%	%	%	%	%
I enjoy my work most days	50	24.7	25.3			
I do interesting and challenging work				8.6	50.5	6.1%
I am satisfied with my job	18.6	25	12.5	19.1	24.7	
I am noticed when I do a good job	37.5	43.9	18.6			
I get full credit for the work I do	56.1	18.6	25.3			
There is a lot of variety in my job				49.7	6.1	44.1
The responsibility I am given is acceptable	56.1	18.6	19.1	6.1		
I have a clear understanding of my job tasks	31.4	24.7	25.3	12.5	6.1	
Major satisfaction in my life comes from my job	62.2	19.1	6.1	12.5		
I often think about leaving			18.6	31.6	18.9	30.9
I know the standards of work expected of me			44.1	24.7	31.1	
I feel my opinion counts in the organization	56.1	31.6	6.1	6.1		
I know where to get help at work				12.2	37.8	50
I feel my colleagues treat me with respect	43.6	50.3	6.1			
I feel my views count in my section	37.5	37.2	19.1	6.1		
My job fully uses my skills	37.8	31.1	31.1			
I have skills that are not used in my job				43.9	31.4	24.7
I feel I am doing a worthwhile job				50.5	24.7	24.7
I get a feeling of accomplishment from my job	25.3	37.2	37.5			
I feel valued by senior management	18.9	37.5	43.6			
My immediate manager lets me know how I am doing	37.5	24.7	37.8			

1 = Disagree very much 2 = Disagree moderately 3 = Disagree slightly 4 = Agree slightly 5 = Agree moderately and 6 = Agree very much. Source: Field Survey, 2020

Employees are the central forces of an organization and only with their efficiency, an organization can move into success. However, when assessed in public sectors of Addis Ababa, The level of job satisfaction is found to be low. This is said because, most participants confirmed that they did not enjoy their work, were not satisfied with their current job, were not noticed mostly when they do a good job and most of the time, they don't get full credit for the work they do. Table 10 affirms what the respondents feel.

As in Table 4.10, the public servants admitted the responsibility given to them is unacceptable, they don't have clear understanding of tasks, they denied the major satisfaction in their life comes from their job, don't feel their opinion counts in their organization and respectfully threatened by their colleagues, don't feel their views count in their section and were not comfortable on their accomplishment, don't feel valued by senior management and immediate managers didn't let them know how they do things. Hence, they often think about

leaving. During the discussion with interviewees, some of them presented the scenario saying, many public servants not respectful and look as enemy each other; respect the political affiliation and ethnic loyalty than their profession. By implication politicization interferes negatively in the public sectors. Meanwhile during the discussion, for the last 9 months after JEG, some public servants were not paid even their back payment which leads to dissatisfaction. The good thing however, the public servants believe, they are interested to execute challenging works, trust on workplace diversity, know the standards of work expected of them, recognize where to get help at work when facing problems, believe as they have skills that are not used in their current job and feel as doing a worthwhile job.

Pearson's correlation coefficient as a statistical approach to test for the existence, strength and direction of the possible relationship between the variables was applied. Hence, the correlations between predictor and criterion variables shown a significant positive association between leadership role and employee commitment ($r = .816^{**}$, $p \leq .05$), leadership role and employee job satisfaction ($r = .791^{**}$, $p \leq .05$) and leadership role and employee engagement ($r = .874^{**}$, $p \leq .05$) were confirmed. Besides, a significant positive association between employee engagement and employee job satisfaction ($r = .641^{*}$, $p \leq .05$), employee engagement and employee commitment ($r = .743^{**}$, $p \leq .05$) and employee job satisfaction and employee commitment ($r = .711^{**}$, $p \leq .05$) were observed.

The correlation coefficient of the predictors indicates, when leadership role increases by 1%, employee engagement, employee commitment and employee satisfaction also increases by .874, .816 and .791 respectively. This positive association predicts that, the variables are interlinked each other to contribute on employee commitment. Hence, the role of leadership on employee engagement and job satisfaction is inevitable to ensure employee commitment.

Table 4.11: Correlation Coefficients among Predictor Variables

Variable		Employee Engagement	Employee job Satisfaction	Employee Commitment	Leadership Role
Employee Engagement	Pearson Correlation	1	641*	.743**	.874**
	Sig. (2-tailed)		.000	.000	.000
Employee job Satisfaction	Pearson Correlation	.641*	1	.711**	.791**
	Sig. (2-tailed)	.000		.000	.000
Employee Commitmen t	Pearson Correlation	.743**	.711**	1	.816**
	Sig. (2-tailed)	.000	.000		.000
Leadership Role	Pearson Correlation	.874**	.791**	.816**	
	Sig. (2-tailed)	.000	.000	.000	1

Correlation is significant at p<.05, *p<.01 level (2-tailed). Source: Field Survey, 2020

The regression result shows rejection of the null hypothesis. The R-squared is estimated to be .976 implying that 97.6% of the variation in employee commitment is determined jointly by variations in the elements of affective, continuance, normative, inspirational motivation, idealized influence, intellectual stimulation, individualized influence, enthusiasm, immersion, perseverance and employee job satisfaction. The remaining 2.4% of the variation in employee

commitment is explained by variations in other variables that are not included in the model.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988a	.976	.975	.136
a. Predictors: (Constant), Affective Commitment, Continuance Commitment, Normative Commitment, Inspirational Motivation, Idealized Influence, Intellectual Stimulation, Individualized Influence, Enthusiasm at Work, Immersion in Work, Perseverance at Work, job satisfaction				

The ANOVA table indicates the assumption for the null and alternative hypotheses are H_o: all coefficients are jointly insignificant and H_A: At least one of the coefficients is significantly different from zero. The result shows that, Sig=0.000 which is less than 0.05 or even <0.01 and therefor, the H_o was Rejected. The rejection of the H_o implies the adequacy of the model.

ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	281.373	8	35.172	1915.582	.000[b]
	Residual	7.032	383	.018		
	Total	288.406	391			
a. Dependent Variable: Employee Commitment b. Predictors: (Constant), Affective Commitment, Continuance Commitment, Normative Commitment, Inspirational Motivation, Idealized Influence, Intellectual Stimulation, Individualized Influence, Enthusiasm at Work, Immersion in Work, Perseverance at Work, Job Satisfaction						

The question, are the coefficients statistically significant? In such a case, all are significantly different from zero. The elements of affective commitment, continuance commitment, normative commitment, inspirational motivation, idealized influence, intellectual stimulation, individualized influence, enthusiasm, immersion, perseverance and job satisfaction have significant effect on employee commitment.

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.172	.068		17.149	.000
	Affective Commitment	.414	.025	.540	16.449	.000
	Continuance Commitment	1.613	.034	.000	.000	.000
	Normative Commitment	.886	.021	.653	41.918	.007
	Idealized Influence	4.078	.072	1.572	56.571	.000
	Inspirational Motivation	1.635	.018	1.805	91.405	.000
	Intellectual Stimulation	.407	.040	.440	10.300	.000
	Individualized Influence	.973	.034	.875	33.873	.031
	Enthusiasm at Work	.776	.031	.643	31.918	.027
	Immersion in Work	.058	.042	.074	1.372	.001
	Perseverance at Work	.921	.025	.983	36.316	.000
	Employee Job Satisfaction	.614	.045	.640	26.449	.000
a. Dependent Variable: Employee Commitment						

4.6. The Interface between Employee Commitment and Organizational Effectiveness

The state of employee commitment is viewed as an imperative work behavior that has a potential influence on organizational effectiveness. The premise is the fact that, employee commitment enhances employee desire to stay in organization, improves their performance and stimulates utmost efforts to achieve the goals of their organization which are considered significant for the effectiveness of an organization. The characterization of organizational effectiveness as positive work climate, team spirit, group loyalty, public confidence and trust cannot be valid without integrating organizational effectiveness with employee commitment. Therefore, determining the association between employee commitment and organizational effectiveness is legitimate concern of any public organizations.

The data obtained from Addis Ababa city administration confirmed that, there is a significant positive association between the two grand variables. The interface can be extracted from the association. Pearson's coefficient as a statistical approach to test for the existence, strength and direction of the possible relationship between the variables of employee commitment and organizational effectiveness were used. Hence, the correlation between the predictor and criterion variables show that a significant positive association between the state of employee commitment and organizational effectiveness ($r = .783^{**}$, $p \leq .05$). This infers that, when employee commitment increases by 1%, organizational effectiveness also increases by .783.

Table 4.12: Correlation Coefficients among Predictor Variables

			Employee Commitment	Organizational Effectiveness
Spearman's rho	Employee Commitment	Correlation Coefficient	1	.783**
		Sig. (2-tailed)	.	.000
		N	392	392
	Organizational Effectiveness	Correlation Coefficient	.783**	1
		Sig. (2-tailed)	.000	.
		N	392	392
**. Correlation is significant at the 0.01 level (2-tailed).				

However, the state of employee commitment to organizational goals when measured in terms of affective, continuance and normative commitment to link with organizational effectiveness in Addis Ababa was not inspiring. Disengagement impacted on employee dissatisfaction which intern contributed to uncommitted. Hence, expecting organizational effectiveness from dissatisfied and uncommitted employees is waste. Data obtained also shows, 62.5% of the respondents affirmed organizations are not committed and 56.7% confirmed as ineffective. This implies the public sectors are both poorly committed and ineffective. The interface between the state of employee commitment and organizational effectiveness is therefore loosely lined. Employee commitment reinforces organizational effectiveness.

5. Conclusion

The state of employee commitment to organizational goals is poor, the role of leadership to create employee commitment is not impressive, most public servants are not filling engaged and are not satisfied, and the interface between organizational effectiveness and employee commitment is loosely inter-linked. If engaged and lead however the public servants are

interested to execute challenging works and believe as they have skills that are not used in their current job. However currently, most public servants are not emotionally attached to their organization and most of them are opportunist. This is said because, if they got another offer for a better job elsewhere, they would feel it was right to leave their current organization without any precondition.

6. Recommendation

The study has shed some light on factors that inhibit the dynamics of employee commitment to organizational goals. Hence, to ensure the state of employee commitment to organizational goals, leaders must engage authentically their employees, pay close attention and should work enthusiastically employee to love their work and share responsibility. Employees on the other hand should work to focus on positive aspects of engagement, channeling their energy in correct direction while making space to include fun in their work life. The researcher also affirms that the success or failure of employee commitment depends on leadership practice and working environment. Hence, the city administration should have taken a remedial action to control unnecessary political interference to promote employee commitment. The clear-cut separation of power between the party politics and government bureaucracy must urgently be established. If not corrected, the status quo may, in addition to disengagement, dissatisfaction and poor employee commitment, jeopardize the democratic dreams and political agenda of the city and the country.

Employee commitment, engagement and satisfaction cannot be insured by dividing public sector employees as in-and-out-group members. Because, the in-group members receive more information, influence, confidence and concern from their leaders. However, the out-group members are less compatible with leader and usually just come to work, do their job and go home. This type of leadership, assure employee disengagement, dissatisfaction and lack of commitment which in turn leads to organizational ineffectiveness. Therefore, leaders should avoid this approach and should commit with the merit principles. Public sector leaders should also need to build strong teamwork to institute healthy working environment. This is said because; “no two employees in an organization can be exactly the same”. When public servants come from different backgrounds, there will be differences in the way they see and perceive things and the same holds true when people work in a team.

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