

The Effect of Work Environment on Employees' Commitment: Job Satisfaction as a Mediator (The Case of Gondar Dashen Brewery)

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Abstract

The objective of this study was to investigate the effect of work environment upon employees' commitment and how the mediator variable – job satisfaction affects such relations. In doing so, data was collected from 220 randomly selected samples of the total population of 526 employees working in Dashen Brewery found in Gondar city. Questionnaires prepared for this purpose was used to collect the required quantitative data from selected employees. The data collected was entered to the SPSS computer software and analyzed using descriptive and inferential statistics that include mean, standard deviations, correlations and regressions including their significance levels. In addition, PROCESS macro of SPSS was conducted to evaluate the mediation effect. Results were presented using tables, graphs and texts. The findings of the study indicated that firstly employees of Dashen Brewery judge the conduciveness of their work environment, commitment and their job satisfaction at mediocre level –not bad or good. Secondly work environment as a whole or its parts (physical or behavioral) found to have significant effect on employee commitment as a whole or with respect to its dimensions (affective continuance and normative). The amount of variance of commitment or its dimensions explained by work environment and combinations of its parts ranged 49.7% - 67% and effect size (regression coefficients) ranged .497 - .818; all of which were significant beyond $p < .000$. It was also noted that physical work environment has more effect compared to behavioral work environment upon commitment or its dimensions. Thirdly analysis of mediation process showed that the mediator (job satisfaction) controlling for work environment, was significant, $b = .3959$, $t(217) = 5.487$, $p = .000$. Based on this it was concluded that work environment or its component parts have significant effect upon employee commitment or its dimension and job satisfaction has significant partial mediating effect upon employee commitment. Finally, it was recommended for the management to improve the situation of work environment to increase employees' commitment or job satisfaction.

Key Words: 1.Commitment, 2.Dashen Brewery, 3.Job Satisfaction, 4.Work Environment

Introduction

Historically, work has occupied an important place in the life of human beings. This is because man is destined or biologically designed to work. How people have thought and felt about the working experience has also been an age-old concern for workers, managers and researchers (Gorny, 2018).

Human beings are very complex in their psychological make-up and hence, managers cannot influence employees' inner state directly, they can however create favorable work environment that encourages quality performance (Ushie and others, 2015). Aside from the job scope itself, one factor that is supposed to significantly influence how employees feel about work is the work environment (Onuka 2012). By work environment, it is to mean everything that forms part of employees' involvement with the work itself, such as the relationship with coworkers and supervisors, organizational culture, room for personal development. A

work environment is any location in which people perform work for money. Employees look for enabling work environment to ensure best contribution towards achievement of goals (Raziq & Maulabakhsh, 2015).

Work environment is often described as good or bad. A good environment is a place where the workers feel at ease and appreciated. Workers in these sorts of environments are often more productive and happier. A bad work environment is a location where the worker feels under-appreciated, threatened or unsettled. Due to the nature of these environments, there is often a high worker turnover rate, and the workers typically fail to live up to their potential. A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. A healthy work environment not only benefits employees through improved health and wellness but also benefits customers, shareholders and communities (Linguli, 2013).

The idea of work environment covers broad concepts including the physical, psychological and social aspects those mark up the working condition. It involves the physical, geographical locations as well as the immediate surroundings of the work place. Typically, it involves other factors relating to the place of employment such as security, additional perks and benefits of employment. It also described as the environment in which people are working. It is very wide grouping that incorporates the physical scenery (e.g. noise, equipment, heat), basics of the job itself (e.g. workload, task, complexity) general business features (e.g. culture, history) and even additional business background (e.g. industry setting, workers relation). All such aspects of work environment are in the same way significant or definitely appropriate when job satisfaction is considered and also affects the welfare of employees (Raziq & Maulabakhsh, 2015; Ushie & others, 2015; Linguli, 2013). Work environment links with both positive and negative effects on the psychological and welfare of employees. To Onuka (2012) the level an organization desired to achieve the institutional goal demand a deliberate and fortified work environment for both the management and workers.

Employee's commitment is another critically important issue for the success of an organization since it influence the key employee related variables such as absenteeism, low productivity, low morale, labor turn over and other negative tendencies. This assertion is fundamental because both the management and employees are the stakeholders (Ushie & others, 2015)

In recent times commitment to the organization has received wide attention in the literature of organizational behavior. Commitment involves consistent lines of activity in behaviors 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 organi goal or objectives (Tanriverdi, 2018)

Job satisfaction could be defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Tatar, 2020). Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. It also leads employees to be committed in their work (Tanriverdi, 2018).

Businesses who fail to recognize the importance of working environment for employee commitment or job satisfaction would face a lot of difficulties to manage the organization. Such organizations tend to be internally weak therefore unable to keep their statuesque leave alone to introduce innovative products into the market to outshine their competitors (Raziq & Maulabakhsh, 2015).

There are many breweries in Ethiopia. Each of them strives to take the lion's share of the available market or customers. In such competitive situation, success of any organization depends on its human resource. The employees of an organization are valuable assets to the organization. If workers feel safe and happy with their work environment, they will have strong commitment to produce more and the organization becomes profitable. So, it is necessary for the management of Gondar Dashen Brewery to know the employees' views toward their work environment how it affects their commitment to their job and the level of their satisfaction. Such knowledge could be systematically obtained through regular investigation or research of this kind.

Objective of the Study

The main objective of this study was to investigate the Effect of Work Environment on Employees commitment taking Job satisfaction as mediator in the case of Gondar Dashen Brewery. Specifically, it has the following objectives

- investigate the level of work environment, commitment and job satisfaction of employees of Dashen Brewery
- Examine the effect of work environment on commitment of such employees;
- Measure the magnitude of the mediating effect of job satisfaction on the relationship between work environment and commitment.

Theoretical literature review

1. The concept, characteristics and importance of work environment

According to Jain and Kaur (2014) the productivity of employees is determined by an inordinate level, on the environment in which they work. Work environment involves all the aspects which act and react on the body and mind of an employee. Organizational psychology analyzes the physical, mental and social environment where employees are working together and their work for better effectiveness and increase productivity. The major purpose is to generate an environment which ensures the ultimate ease of effort and eliminates all the causes of frustration, anxiety and worry. If the environment is congenial, fatigue, monotony and boredom are minimized and work performance can be maximized. Work has an economic aspect as well as mechanical aspect and it has also psychological aspect. Effective work environment encourages the happier employee with their job that ultimately influence the growth of an organization as well as growth of an economic. The concept of work environment is an actual comprehensive one including the physical, psychological and social aspects that mark up the working condition. Work environment performs to have both positive and negative effects on the psychological and welfare of employees. The work environment can be described as the environment in which people are working. Such as, it is very wide category that incorporates the physical scenery (e.g. noise, equipment, heat), fundamentals of the job itself (e.g. workload, task, complexity) extensive business features (e.g. culture, history) and even extra business background (e.g. industry setting, workers relation).

To Ushie & others (2015) Work environment involves the physical geographical location as well as the immediate surroundings of the work place. Typically, it involves other factors relating to the place of employment, such as the quality of communication flows, secure environment, manageable work load and other additional perks and benefit of employment. According to Jain & Kaur (2014) working environment has four major characteristics these characteristics include communication, stability of work life, impartiality and consistency.

2. The Concept of Employees' Commitment

Like that of other concepts or issues commitment was defined by different authors differently. Some of them make distinction between organizational commitment and employee commitment while some others use them interchangeably. Those who make distinctions denote organizational commitment to the commitment of organization to its employees and employee commitment to the commitment of employees to the organization or their work. This study considers the later concept and the two concepts used interchangeably. By reviewing some of the definitions given in previous literature, Tang, Sao and Chin (2019) defined organizational commitment as an organizational member's strong acceptance of organizational goals and values, as well as their willingness to devote themselves to the organization and maintain their position.

Similarly, Karambu (2011) defined employee commitment as the relative intensity of an employee's Involvement in, and identification with, a specific organization. To him three factors of attitudes and behaviors lend salience to the characterization of organizational commitment. They are (1) acceptance of and

a belief in the values and goals of the organization; (2) desire to maintain organizational membership; and (3) a willingness to contribute to the organization. This definition of organizational commitment denotes an active relationship exchange between the employee and the organization and involves attitudes and behaviors as manifestations of the actual concept of organizational commitment. Based on review of previous literature he identified that commitment is different from job satisfaction or motivation and creating a strong commitment includes communication, education, training programs, and initiatives to increase involvement and ownership and the development of performance and reward management systems.

According to Dalkrani & Dimitriadis (2018) organizational commitment is considered as one of the most important elements of a given organization, as is the power between the businesses internal and external environment that represents the extent to which the employee feels a part of the business. It represents the coincidence between personal and organizational objectives and values. Organizational commitment also directly influences performance, as well as the development of organizational behavior. As Ushe, and others (2015) argue employees who share a commitment to the organization their collective wellbeing are more suitable to generate the social capitals that facilitate organization learning.

Sugiarto, (2018) also contends that employee's work commitment determines the success or failure of the goals to be achieved by an organization or company. This means that if every member of the organization has a high commitment, it is likely that success can be achieved. The success of an organization will have a good impact on the survival of the organization or company and its employees.

3. The Concept of Job Satisfaction

Numerous researches have been conducted on job satisfaction for many years. Job satisfaction influences many things of the organization. It is also a function of many inter related variables (Karambu, 2011).

Different authors have different approaches towards defining job satisfaction (Murad, Zayed and Mukul, 2013). Some of the most commonly cited definitions on job satisfaction are presented below:

One definition of job satisfaction could be as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. In this definition although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Another definition on job satisfaction focuses on the role of the employee in the workplace. In this regard job satisfaction considered as affective orientations on the part of individuals toward work roles which they are presently occupying (Aziri 2011).

Another definition of job satisfaction is that it has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That is why job satisfaction and job dissatisfaction can appear in any given work situation. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed (Munir and Rahman, 2016).

Many researchers, however, seem to agree on the concept of job satisfaction taken as the feelings or affective responses of a worker regarding factors such as the job itself, work experience, and the working environment. It is the general attitude of workers' satisfaction or dissatisfaction with their jobs. A worker may feel more positive about their work if they are satisfied. The main objective of examining job satisfaction is to understand the current requirements of employees, and even though it is not the only factor determining the behavior of organizational members, it is a crucial factor affecting their behavior (Tatar, 2020; Dalkrani and Dimitriadis, 2018; Salem, 2015;

DeCremer (2012) argues that the quality of work environment has an impact on the employee's self-esteem and job satisfaction and hence performance; for workers are the most variable and the least easy to understand and control of all management resources. Employers are sometimes baffled when their high rated employees under-perform and others reign and leave. Management fails to understand why some employees are not

committed to the organization even though they have proactively implemented fair compensation policies and human resource practice to motivate and retain them. It can be costly if employees are not committed to their jobs, and if they lack the motivation in their work environment to exercise their full potentials

Different aspects of work environment job satisfaction. The physical work environment for instance creates the physical condition that can affect the health of employees. The social or behavioral environment creates toxic condition (e.g. fatigue boredom, attitude and behavior of supervisor and colleagues) for employees and social environment can affect the confidence level or performance of employees. So, ultimately the work environment can influence the satisfaction level of employees or else these factors can consequence the performance of overall (Salem, 2015).

Empirical studies attempted to explore how workplace environmental factors are related with job satisfaction. For instance, the study conducted by Tio (2014) used 74 samples with multiple regression analysis to measure the significance of work environment on job satisfaction among staff of a particular organization. The study reported that work environment significantly determines job satisfaction. Other research works have been specific on factors inherent in the workplace environment.

Ali, Abdiaziz and Abdiqani (2013) 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 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 do 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 consensus among these researchers. It is generally concluded that workplace environmental factors significantly influence such other employee related variables like health, safety, and well-being, (Jain & Kaur, 2014), job satisfaction (Tio, 2014; Saddat, et al, 2013), safety culture (Faridah, Rahmatul & Razidah (2012), job performance (Ajayi, et al. 2011), organisational performance in public sectors (Chandrasekar, 2011) and so forth. Yusuf and Metiboba (2012) also linked work environment with workers attitudes in all organization in general.

Mediator and moderator variables are the two different variables with respect to the roles they play in relation to the dependent and independent variables. However, some scholars use them interchangeably because they have few similarities with respect to analysis of their role. Moderator variables play a role to check whether that third variable influences the strength or direction of the relationship between dependent and independent variables. They may change the relationship from strong to moderate or to nothing at all when such variables partial out. (Fairchild & McQuillan, 2017; Namazi, & Namazi, 2016)

Mediator variables also used to explain the reason why such kind of relationship exists between dependent and independent variables. The purpose of mediation analysis is to see if the influence of mediator is stronger than the direct influence of an independent variable upon the dependent variable (Judd, Vincent, Yzerbyt & Muller, 2014).

A mediator variable is still a third party variable that explains how or why the two variables (dependent & independent) are related. In a mediation model the independent variable predicts the mediator variable which in turn predicts the dependent variable. Thus a mediator is intermediate in the relation between independent & dependent variables. By modeling an intermediate variable in the independent – dependent variables relation the overall effect between dependent and independent variables can be decomposed into component parts called the direct effect of dependent variable on the dependent variable and indirect effect through the mediator variable (Namazi, & Namazi, 2016).

According to Fairchild & McQuillan, (2017) investigating both direct and indirect effects often provide more insight than simply evaluating the bi-variate relations of independent – dependent variables alone. Studying mechanisms of change by investigating mediator variables has a potential to direct and refine the development

of evidence-based intervention because it can shed light on how an intervention achieve or failed to achieve its effects.

Researchers proposed several ways to statistically test mediations using the component parts. These include analysis of causal steps, indirect effects, structural equation modeling (SEM) model fit, SEM indirect, partial least square (PLS), etc. However some of such procedures were outdated and have different short comings. For instance analysis of casual steps seem to be outdated,

Research Hypotheses

In this research the following hypotheses (tentative answers for the research questions proposed above) were tested

H1. Work environment has significant effect upon employees' commitment.

H2. aspects of work environment (behavioral or physical) have significant influence upon employee commitment dimensions (affective, normative and continuance)

H3. Job satisfaction has significant mediation effect upon the relationship between work environment and employee commitment. etc.).

The Research Design

Depending on the nature of the research questions to be dealt there should be an appropriate choice of research design. Research design could be descriptive or explanatory, longitudinal or cross-sectional, experimental or historical, etc (Creswell, 2003). This research is explanatory type of research in nature since it examined the magnitude and kind relations among work environment, job satisfaction and commitment as well as the effect of job satisfaction – the mediator variable on the relationship between work environment and employee commitment. It also attempts to explore the judgments of employees concerning their work environment, job satisfaction and commitment.

The Research Approach

In conducting a research, there could be different ways of approaching the problem in relation to the nature of data, time consideration and the nature of the research problem. Based on the nature of data management there are three approaches of research; quantitative, qualitative and mixed. Therefore, by considering the nature of data required this study employed quantitative approach was used.

Descriptive statistics like minimum, maximum, average and standard deviations were computed to determine the perception of employees on the status of their work environment, commitment and job satisfaction. Table 4.6 depicts the summary of outputs for each of the study variable and their components.

Table 1 Descriptive Statistics (n = 220) on the study variables

VARIABLE (COMPONENT)	Min.	Max.	Mean	Std. Dev.
Affective Commitment	1.00	5.00	3.4136	1.07491
Continuance Commitment	1.00	5.00	3.1241	1.19701
Normative commitment	1.00	5.00	3.5056	1.03098
Physical Work Environment	1.07	5.00	3.2270	.92754
Behavioral Work Environment	1.00	5.00	3.3065	1.12221
Job Satisfaction: Benefits	1.00	5.00	3.1332	1.18753
Job Satisfaction: Promotion	1.00	5.00	3.2711	1.19763
Job Satisfaction: Job Structure	1.00	5.00	3.2648	1.17190
Job Satisfaction: Freedom To Use Creativity	1.00	5.00	3.2373	1.20162
Job Satisfaction: Job Security	1.00	5.00	3.4151	1.25875

Job Satisfaction: Job Opportunity	1.00	5.00	3.4086	1.16351
Employee Commitment All	1.17	4.93	3.3475	.97827
Work environment All	1.25	4.91	3.2661	.94809
Job Satisfaction All	1.00	4.83	3.2885	1.04089

Source: SPSS output of the researcher's data

As table 1 presents, the mean judgments of respondents range from 3.13 at satisfaction with respect to benefits to 3.5 at normative commitment. Except on normative commitment whose average score could be approximated to "4" that is agree (indicating to have actually normative commitment) the rest are around "3" that is undecided – which implies that respondents perceive their work environment neither good nor bad, their commitment (on affective and continuance) as well as on job satisfaction – neither high nor low. In this study a point less than 3.5 is considered as less satisfactory and a point 3.5-4.5 satisfactory or at good condition, and a point above 4.5 to 5.0 as very satisfactory or very good. This criterion was set based on the 5-point likert scale used in the questionnaire. The average scores obtained on each variable were compared with this reference.

Effect of Work Environment on Commitment

Regression analysis to determine the effect of work environment on commitment was done and the results are given on table 2.

Table 2 Results of regression Analysis

Regression summary		Analysis of Variance ^a					Regression Coefficients ^a					
Adj. R ²	.668	Residual	69.261	218	.318		Constant	.590	.137	-	4.318	.000
Std. Er.	.56366	Total	209.586	219			WENVA L	.844	.040	.818	21.016	.000

Source: SPSS output of the researcher's data

Table 2 reports three aspects of the regression analysis: regression summary, ANOVA, and coefficients. Regression summary shows the values of Regression (R, R² adjusted R² and the standard error of the estimate. Analysis of variance (ANOVA) shows sum of squares as a result of regression, residuals and totals with corresponding values of degree of freedom, mean squares F- value and its significant level.

The coefficients part of the table shows that: the constant, or intercept term for the line of best fit, when independent variable – work environment is = 0, commitment becomes 0.59 in five point scale. The coefficient for work environment, is positive implying that improving work environment brings an increase in commitment. The coefficient is 0.844 with a standard error of it is .040. The t value = coefficient / standard error = 21.016 this is highly statistically significant (p < 0.000). The standardized regression coefficient provides a useful way of seeing what the impact of changing the explanatory variable by one standard deviation. The standardized coefficient is 0.818 – a one standard deviation change in the explanatory variable results in a 0.818 standard deviation change in the dependent variable.

As table 2 indicated work environment total score found to explain 67% of the variance of commitment scores. This contribution is so substantial in that if commitment changes by one unit 67% of this change is accounted by work environment. For this reason the concerned bodies – especially the management group of the organization should give appropriate attention. Also the regression (R = .818) and beta coefficients (unstandardized B = .844 and standardized B = .818) of work environment total score were found to be highly significant. It then follows that:

Using the above equation one can reasonably predict commitment of employees from work environment score.

4.1.5 Mediating effect of job satisfaction on the relations of work environment and commitment

In this part of the chapter the mediating effect of job satisfaction on the relationship between work environment and employee commitment was analyzed using software known as PROCESS macro of SPSS developed by Hayes (2018). The analysis involved series of steps and the full output of each step were given on Appendix 4.

As proposed in methodology of this study mediation analysis of such variables assumes the following model.

Each arrow in the diagram given on figure 4.1 represents a relationship between two variables to which a coefficient or weight is assigned. These coefficients are nothing but the *standardized regression coefficients* (betas) showing the direction and magnitude of the effect of one variable on the other.

As Figure 2 illustrates, the standardized regression coefficient between work environment and job satisfaction was statistically significant (significant at p beyond .000), as was the standardized regression coefficient between job satisfaction and employee commitment.

Results and Discussions

Work environment is an important part of human life especially for adults because people spent much of their time in it and it influences not only work related issues but also many other human affairs. Accordingly the main purpose of this study was to examine how the conditions of work environment affect employee commitment and to what extent this effect is to be mediated by job satisfaction. To this end appropriate data was taken from sample of employees working in Dashen Brewery and analyzed using different statistical procedures. And discussions on findings were made according to the research questions and hypotheses as well as in relation to the findings reported in other studies.

The first research question was to what extent employees of Dashen Brewery judge the conduciveness of their work environment, the commitment they have and their job satisfaction. As the data analyzed indicated, with an exception of normative commitment (judged as good), employees rated the conduciveness of their environment, affective and continuance commitment as well as job satisfaction at mediocre level – neither good nor bad. This might imply that the situation is actually in that manner or employees did not want to judge to the negative. Psychologically or culturally people tend to feel ease to describe the positive aspect of something than the negative aspect because they might have a fear to experience the consequence of genuinely indicating the negative aspect. This becomes when coming the case of judgments of one's work place or satisfaction or commitment. In any case the evidence indicates that the condition related to work place, job satisfaction or commitment is not at most good.

Still another possible explanation might be related especially to the statistical averaging of different work places. For administrative and clerical staff the work place could be quite good. But for those assigned at the production might not be the case. The average of the two parties might give mediocre score. And from this condition it could be possible to extend that for about half of the employees their working environment is conducive while for others not. Investigating how the judgment of employees on conduciveness of work environment, commitment and job satisfaction is related to position or job assignment recommended for further study because it is beyond the initial scope of this study.

H₂ aspects of work environment (behavioral or physical) have significant effect upon employee commitment dimensions (affective, normative and continuance)

H₀. Aspects of work environment (behavioral or physical) have no significant influence upon employee commitment dimensions (affective, normative and continuance)

Similar to the second question both R² and coefficients for separate aspects of work environment in the prediction of separate aspects of commitment were found to be highly significant. In each of the separate cases the range R² were .497 on the prediction of continuance commitment from physical and behavioral work environment separately to .555 on the prediction of normative commitment from physical and behavioral work environment separately. Standardized beta coefficients too range from .743 for total work environment

on predicting normative continuance to .356 for physical work environment on predicting continuance commitment. From such findings it is possible to note that work environment – total score or components significantly affect at different degrees commitment total or its components. This leads to reject the null hypothesis (H_0) in favor of the alternative hypothesis (H_3) stated above.

For commitment total $R^2 = .839$, standardized beta for physical work environment = .452 and behavioral work environment = .434. For affective commitment $R^2 = .542$, standardized coefficient of total work environment = .736; for continuance commitment $R^2 = .495$. It was also noted that the beta weights of physical work environment found to be greater than that of behavioral work environment in predicting commitment as a whole or its separate dimensions. The fact that physical work environment brought more pronounced effect than behavioral upon commitment could be attributed to less frequent social contact/interaction of employees and more time exposure to their physical work environment since the activities done in the factory by nature invite more stay with physical environment than social.

The findings of this study on the effect of work environment as a whole or its aspects (physical or behavioral) upon employees' commitment in general or with respect to its dimensions (affective, continuance or normative) is found to be consistent with what is reported in several studies.

For instance Ushie and others (2015) who examined the effect of work environment on employees' commitment 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. Funminiyi, (2018) assessed the impact of workplace environmental factors on employee commitment and reported the presence of significant effect. Similar findings were also reported by Linguli, (2013).

The fourth research question was

What is the extent of mediating effect of job satisfaction on the relation between work environment and employee commitment?

And the corresponding hypotheses were

H_3 . Job satisfaction has significant mediation effect upon the relationship between work environment and employee commitment.

H_0 . Job satisfaction has no significant mediation effect upon the relationship between work environment and employee commitment.

There is a saying in Amharic proverb that “different spices were arguing ‘I am decisive for the taste of the sauce’ and salt asked ‘is it in my presence or absence?’” Likewise some variables can have significant influence upon others in the presence of some other variables called mediators.

On the mediation model it was observed that firstly the regression of work environment on employee commitment, ignoring the mediator – job satisfaction was significant, $b = .8443$, $t(218)=21.2$ significant beyond $p = .000$. Secondly the regression of work environment on the mediator, employee commitment, was also significant, $b = .9653$, $t(218) = 27.256$, $p = <.001$. Thirdly the mediation process showed that the mediator (job satisfaction), controlling for work environment, was significant, $b = .3959$, $t(217) = 5.487$, $p = .000$. Finally the analyses revealed that, controlling for the mediator (job satisfaction), work environment scores was also a significant predictor of employee commitment, $b = .4621$, $t(217) = 5.883$, $p = .000$ indicating a significant but partial (not full) mediation effect of job satisfaction. This leads to reject the null hypothesis (H_0) in favor of the alternative one (H_3) stated above.

The significant mediating effect of job satisfaction observed in this study was also reported in the findings of several other studies. For instance Wulandari, Mangundjayab and Utoyo (2014) investigated the mediating effects of job satisfaction on the relationship between change leadership and commitment to change and reported that job Satisfaction can be regarded as mediation variable between change Leadership and commitment to change.

Ocen, Francis & Angundaru (2015) studied the mediating effect of job satisfaction on the role of training in building employee commitment and showed job satisfaction helping to partially transmit the effect of training on employee commitment.

Salem (2015) examined how job satisfaction mediates and affects the relationship between work environment and productivity and reported that the mediating effect of job satisfaction on both physical and behavioral environments on workers' productivity indicates partial mediation, and one has perfect mediation (mistreatment behavior) as supported by the Social Exchange Theory which states that job satisfaction functions as a mediator.

In the study conducted by Yigerem and Kirubel (2019), it was reported that 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.

Conclusions

Based on the findings of the study the following conclusions were drawn.

- Work environment of DashenBrewery is at medium level of conduciveness.
- Affective and continuance aspects of commitment as well as Job satisfaction of DashenBrewery employees is at moderate level
- Work environment as a whole has significant and positive effect upon employees of DashenBrewery
- Among the two aspects of work environment considered (physical and behavioral) physical work environment was to have more impact on employee's commitment.

Recommendations

Based on the results of the study the following suggestions were given for management and future researchers.

For the management since:

Work environment was judged at neither good nor bad condition the managers of Dashen Brewery are suggested to consider improving work environment of employees

Affective and continuance aspects of commitment as well as Job satisfaction level of employees were found to be at moderate level the management of the Brewery recommended to work in increasing the commitment and job satisfaction level of employees.

The management body is also recommended to recognize that work environment as a whole or separate parts, especially the physical aspect have significant positive effect on employees' commitment and job satisfaction in that improving work environment can bring increase commitment and job satisfaction level of employees.

For researchers it was suggested that considering different organizations would help to enrich the results or make comparison so that to have better evidence from local studies. In addition, how the judgment of employees on conduciveness of work environment, commitment and job satisfaction is related to position or job assignment recommended for further study because it was not the scope of this study.

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