

Understanding Correlation between Job Satisfaction and Organisational Commitment in Higher Institutions: A Case Study of Polytechnic Staff

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Authors' contributions

This work was carried out in collaboration between all authors. All authors read and approved the final manuscript.

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ABSTRACT

Numerous researches have been conducted on the consequential effects of employee satisfaction on organisational commitment globally, but only a few of them has focused on academic institution staff in Nigeria, especially employees in Polytechnics. Thus, the need arises to examine the impact of employee job satisfaction on domains of organisational commitment among staff of the Federal Polytechnic of Oil and Gas in Bonny, Rivers, Nigeria. The study involved 82 academic (54.9%) and administrative (45.1%), 59.8% and 40.2% of the respondents were men and women respectively, with age ranging from 18 years to 65 years. Data were elicited by means of the questionnaire using stratified random sampling technique and the data were calculated using correlation matrix and simple linear regression. The results show that; 1) Job satisfaction positively correlated with organisational commitment of polytechnic employees, 2) Both academic and administrative staff members did not differ on job satisfaction, 3) Administrative staff members seem more committed to their job than academic staff, and 4) Job satisfaction was a predictor of organisational commitment. These findings and its implications were discussed.

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1. INTRODUCTION

Managing the human resources of an organisation can be one of the most significant factors that determine the growth and actualisation of the set goals of such an organisation. Every organisation wants to attract, motivate, and keep qualified employees and match them to jobs for which they are well-suited [1]. Their work involves overseeing employee relations, securing regulatory compliance, and administering employee-related services such as payroll, training, and benefits. In doing this they make sure the appropriate workforce has the skills, abilities, and attitudes required for the efficient and effective achievement of organisational goals [2]. The establishment of the Federal Polytechnic of Oil and Gas (FPOG) in Bonny Island is very important to both the community and Nigeria, as it set to alleviate the stress of sending students abroad, in pursuit of education and technical know-how needed in the oil and gas sector of the Nigerian economy. This is aimed at saving the parents both money and psychological distresses that could result in death due to frequent boat mishap, accident and sea piracies [3]. To achieve these aims of the FPOG, it is imperative empirically to ascertain the level of satisfaction of the staff and their commitment to the realisation of the vision of the institution. And since employee's job satisfaction is an essential element in organisational commitment, which may be understood within the motivational processes of social exchange theory and the norm of reciprocity. Organisational commitment is of considerable interest to psychologists because there is strong evidence of links between high levels of commitment and favourable organisational outcomes. It is a form of psychological contract, which employees make in response to the benefits provided by the organisation [4].

In Nigeria, articles on work motivation are on the increase, yet the problems associated with motivation and workers satisfaction continue unabated. The recent article of [5] is one of such efforts to address motivation and workers' satisfaction in the academia. Though, [6] also submits that there are services which people render to humanity happily without any financial benefit (e.g., philanthropy, charity, donations), but it could be observed that these services are rooted in assignments that concern peoples' passion to address specific problems affecting mankind. Hence, pay is irrelevant to such people.

From observations, it is certain that persons with burning passion always perform their assignments effectively without any financial motive, more than those who earn salaries. Nevertheless, activities of such persons, more often than not, are limited to religion institutions, community development initiatives and social support. An employee who is satisfied with his/her job would perform his/her duties diligently and be committed to the job, and subsequently to the organisation. Thus, it is of most importance for employers to know the factors that can influence their employees' job satisfaction level since it would affect the performance of the organisation as well [7].

2. LITERATURE REVIEW

2.1 Employees' Job Satisfaction

The concept of employee satisfaction has been broadly studied in literature, due to the fact that many experts, managers and researchers, believe it can affect and influence work productivity, employee turnover and/or retention. Generally, satisfaction is classified into two main forms based on their sources to include intrinsic satisfaction, and extrinsic satisfaction [8]. According to Rose [9], an employee is intrinsically satisfied if he/she receives no apparent reward except the activity itself, whereas, an employee is extrinsically satisfied if he/she receives monetary compensation or other material rewards to amplify his/her behaviour. Consequently, it portends that all forms of employee satisfaction considered in all sectors of human activities as [10], found that employee job satisfaction is crucial to his/her level of commitment to both and organisation. Employee satisfaction in a narrow context might be viewed as the feelings or a general attitude of the employee in relation with his/her job and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues and supervisors [2]. In a classical study, [11] noted job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values, while job dissatisfaction reflects the non-pleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's values. Job satisfaction refers to the extent to which people like their jobs [10]. This view suggests that job satisfaction is a general or

global affective reaction that individuals hold about their job. In other words, job satisfaction is a positive emotional feeling resulting from one's evaluation of his/her job experience by comparing what he/she expects from the job and what he/she actually gets from it. Researchers suggest that, an individual's job satisfaction stems from how he/she feels about the job, and it's more important than the fulfillment or non-fulfillment of his/her needs [12]. Several effects of employee job satisfaction have been established to include increased productivity, industrial harmony, and cordial relationship among staff members, staff and management, supervisor-supervisee, increased productivity, and attainment of both personal and organisational goals [13].

Organisational Commitment: The construct of organisational commitment (OC) has been conceptualised in a variety of fashions. The bulk of research related to OC can be viewed in terms of attitudinal versus behavioral conceptualisations. Mowday and Boulian 1974 defined OC as "the relative strength of an individual's identification with and involvement in a particular organisation". The OC has been treated as a variable of interest in its own right and a variety of definitions and measures have been proposed [14,15]. OC is a subjective measure that captures employees' perceptions of their identification with their organisations' core values, their intent to stay with their organisation, and their willingness to exert more effort than expected by their organisation [16]. The concept has attracted more attention recently from organisational scientists, and organisational behaviourists, perhaps due to changes taking place in employment practices that have arisen from the international employment market and increased alternatives for skilled employees in a global economy [17,18]. In sales and marketing it is considered an important central construct in understanding salesperson behavior [19]. By understanding commitment, practitioners and managers will be in a better position to anticipate the impact of a particular policy or practice on the organisation [20].

Continuance commitment refers to the commitment employees experience towards the organisation because of investments they have made or because of the costs associated with leaving the organisation [21,22]. This form of commitment develops when employees realise that they have accumulated investments they would lose if they left the organisation or because their alternatives are limited. The

difference between affective commitment and continuance commitment is that employees high in affective commitment stay with the organisation because they want to, while employees high in continuance commitment stay because they have to Meyer et al. [18]. It was [23] that identified a third dimension of organisational commitment, which they describe as normative commitment. This form of commitment concerns a feeling of (moral) obligation to remain in the organisation. What these three dimensions have in common is that they all indicate the extent to which employees are willing to remain in an organisation. Commitment was defined by Porter [24] as a strong belief in and acceptance of the organisational goals, willingness to exert considerable effort on behalf of the organisation and a desire to maintain organisational membership. As such, commitment is different from motivation in that commitment influences behaviour independently of other motives and attitudes, and may lead to persistence to a course of action even if this conflicts with motives [25,26]. One aspect of commitment consideration is rooted in terms of exchange or reward-cost notions where the emphasis is on the bargaining between the individual and the organisation: The more favourable the exchange, the greater the individuals' commitment to the organisation [27].

Employees' Job Satisfaction and Organisational Commitment: Most researchers treat job satisfaction as an independent and organisational commitment as a dependent variable [28-30]. As [14] suggest, commitment and job satisfaction may be seen in several ways. Job satisfaction is a kind of response to a specific job or job-related issues; whereas, commitment is a more global response to an organisation. Therefore, commitment should be more consistent than job satisfaction over time and takes longer after one is satisfied with his/her job [31]. Feinstein and Vondrasek 2001 analysed the effects of job satisfaction on organisational commitment among the restaurant employees and the findings proved that satisfaction level would predict their commitment to the organisation. Gaertner [28] also analysed the determinants (pay workload, distributive justice, promotional chances, supervisory support, etc.) of job satisfaction and organisational commitment.

Interest in organisational commitment has been stimulated largely by its demonstrated positive relationship to work behaviours such as job satisfaction, high productivity, and low turnover

[32]. Herscovitch and Meyer [15] defined organisational commitment as the degree to which an employee identifies with the goals and values of the organisation and is willing to exert effort to help it succeed. The issue of organisational commitment within both private and public sector organisations has, generally, received significant research focus over the past 25 years [20,33]. In addition, organisational commitment is viewed as an attitude of attachment to the organisation by an employee, which leads to particular job-related behaviors such as work absenteeism, job satisfaction, turnover intentions, organisational citizen behaviors, work motivation and work performance. OC is an exchange agreement between individuals and the organisation [34]:

Problem Statement: Many factors affect organisational commitment especially, the employees' satisfaction. Educational sector jobs been one of the most under paying job in Nigeria (compare to the oil and gas industry [35], can be demoralising for staff and hence, can affect employee's commitment to their institution. Thus, the need to study how employees' job satisfaction impacts organisational commitment.

Research Questions: How does Employees' Job Satisfaction impacts Organisational Commitment in the higher institutions.

Objective of Study: Few researchers have done researches on the concept of employee satisfaction in Nigeria especially in the educational sector. The objectives of this research include:

- To understand how employee job satisfaction influences Organisational Commitment.
- To determine if Job 'type' impacts Employee job satisfaction.

Hypotheses of the study

- **H1:** Employee job satisfaction will positively influence organisational commitment.
- **H2:** Type of job will positively influence employee organisational commitment.

3. METHODOLOGY

3.1 Design and Reliability

Descriptive research design was used in the present study to describe a situation and its data

characteristics. It was used to learn about the frequency, percentages of respondents. In designing the question items, the researchers adapted and modified the questions according to Meyer and Allen (1991) to suit the current research. The reliability of the research instruments used had Cronbach's Alpha given

as: $\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$ where the variables are

of K components i.e $X = Y_1 + Y_2 + \dots + Y_K$, σ_X^2 is the variance of the observed total test scores, and $\sigma_{Y_i}^2$ the variance of component i for the current sample of persons Coefficient values of more than 0.70 [4]. This means that each of the variables exceeded the minimum standard of reliability and hence, were relied on.

3.2 Data Collection

In this research, a survey questionnaire was designed according to the objective of the study, and it was used to gather accurate, primary and less bias data. The questionnaires comprises of five (5) sections whereby and the demographic characteristics of the respondents were on the first section, with the other four (4) sections on factors of employee's job satisfaction and organisational commitment measured using a five-level Likert scale developed by Rensis Likert, ranging from "strongly agree to strongly disagree". The entire staff of the FPOG (217) made up the population of the study. One hundred (100) questionnaires were distributed among the academic and administrative employees, using stratified sampling technique; stratification was achieved by separating each school according to departments, with probability proportional to size and with independent selection in each sampling stratum. Only 82 of this number were properly filled and returned and was used for further analysis. In analysing the available data, we first tested the reliability of the data using Chrobach's alpha before conducting both descriptive and inferential statistical test on the data by utilising the Statistical Package for Social Science (SPSS). As mentioned earlier, descriptive statistics were used to analyse the respondent's gender, age and the type of job they do in the institution. The data was presented via frequency and percentage. On the other hand, simple linear regression analysis is used to determine the functional relationship between the independent and dependent variable at ($P=.05$).

And Pearson Correlation Coefficient was used to indicate the strength of the relationship or the

degree of association between the two variables. The independent variable for this study is the employee's job satisfaction, while the dependent variable is the organisational commitment.

4. DATA PRESENTATION AND ANALYSIS

Overall Cronbach's alpha value for the Job satisfaction is 0.82 and the overall Cronbach's alpha value for the organisational commitment is 0.76.

Table 1, shows the distribution of job types in the studies sampled respondents (N=82) of which administrative staffs are 37 and academic staffs are 45 i.e. 54.9% and 45.1% of respondents respectively.

According to Table 2, the R square statistics 0.145 indicating employees' job satisfaction as independence variable have 14.5% impact on organisational commitment i.e. the dependent variable. Adjusted R square statistic indicated that employees' job satisfaction explains 12.4% of the variation in the organisational commitment. In other words the independent variable of job satisfaction in the regression model account for 12.4% of the total variation in the organisational commitment in the Polytechnic. Regression result indicate that given a (P=.05) level of significant employees' job satisfaction don't necessarily have impact on organisational commitment at (P=.013) which is less than

(P= .05) and the $\beta = 0.28$ for job satisfaction, it means that the job satisfaction has no significant impact on organisational commitment.

Table 4 depicts on inter-correlation matrix between job satisfaction and organisational commitment. It has been observed on the basis of present finding on the result table that in the case of administrative staffs, there is a significant correlation between affective commitment and continuance commitment at ($r = 0.535$) but the factors: Affective commitment and normative commitment ($r = 0.084$) have no significant correlation and continuance commitment within normative commitment at (= 0.255) also has no significant correlation between them. On the other hand, there is a highly significant correlation between total organisational commitment and affective commitment at ($r = 0.663$), likewise organisational commitment and continuance commitment at ($r = 0.798$) and organisational commitment and normative commitment at ($r = 0.701$) . The factor continuance commitment and job satisfaction has no significant relationship at ($r = 0.349$) and normative commitment with job satisfaction at ($r = 0.278$) But interestingly, there is a high significant correlation between affective commitment with job satisfaction at ($r = 0.679$) in the same way, there is positive correlation between organisational commitment and job satisfaction at ($r = 0.566$) given a (P = 0.05) level of significance.

Table 1.Type of job

Type of staff	Frequency	Percent	Valid percent	Cumulative percent
Academic	45	54.9	54.9	54.9
Administrative	37	45.1	45.1	100.0
Total	82	100.0	100.0	

Table 2. Model summary of job satisfaction on organisational commitment

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.381 ^a	.145	.124	.45860

a. Predictors: (Constant), Job_Satisfaction

Table 3. Coefficients' of job satisfaction on organisational commitment

Model	Unstandardised coefficients		Standardised coefficients	t	Sig.
	B	Std. error	Beta		
1 (Constant)	2.163	.326		6.636	.000
Job_Satisfaction	.281	.108	.381	2.606	.013

a. Dependent Variable: Organisational Commitment

Table 4. Inter-correlation matrix for the administrative staff respondents

Factors	Job satisfaction	Affective commitment	Continuance commitment	Normative commitment	Organisational commitment
Job Satisfaction	1	.679*	.349	.278	.566
Affective commitment		1	.535*	.084	.663**
Continuance commitment			1	.255	.798**
Normative commitment				1	.701**
Organisational commitment					1

***. Correlation is significant at the 0.01 level (2-tailed); **. Correlation is significant at the 0.05 level (2-tailed)**

Table 5. Inter-correlation matrix for academic staff respondents

Factors	Job Satisfaction	Affective commitment	Continuance commitment	Normative commitment	Organisational commitment
Job Satisfaction	1	.447*	.272	.187	.432*
Affective commitment		1	.075	-.105	.904**
Continuance commitment			1	.195	.399*
Normative commitment				1	.233
Organisational commitment					1

***. Correlation is significant at the 0.01 level (2-tailed); **. Correlation is significant at the 0.05 level (2-tailed)**

Table 6. Inter-correlation matrix between job satisfaction and organisational commitment among all respondents

Factors	Job satisfaction	Affective commitment	Continuance commitment	Normative commitment	Organisational commitment
Job Satisfaction	1	.346*	.251	.061	.381*
Affective commitment		1	.154	-.040	.820**
Continuance commitment			1	.237	.555**
Normative commitment				1	.435**
Organisational commitment					1

***. Correlation is significant at the 0.01 level (2-tailed); **. Correlation is significant at the 0.05 level (2-tailed)**

The inter correlation result between job satisfaction and organisational commitment among academic staffs in Table 5, shows that there is no significant correlation between all the factors of organisational commitment i.e affective commitment, continuance and normative commitment & job satisfaction given as ($r=0.447$), ($r=0.272$) and ($r=0.187$) respectively. On the other hand, there is a highly significant correlation between total organisational

commitment and affective commitment ($r=0.904$), but also has lower significance on continuance commitment ($r=0.399$) and normative commitment ($r=0.233$), which we can further said that in the case of academic staffs has highly organisational commitment. But when we look into the correlation among the organisational commitment factors, it has been observed that there is a no significant correlation between affective commitment and continuance

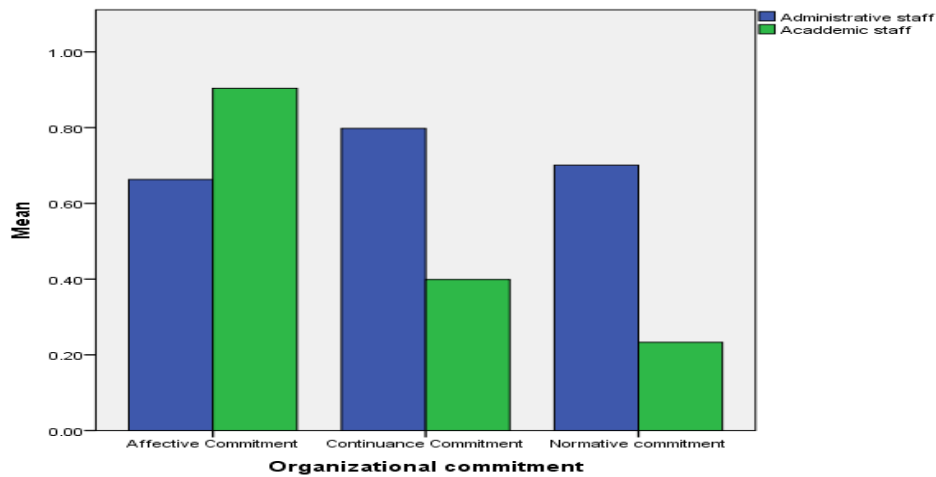


Fig. 1. Graphical representation of levels of organisational commitment between academic and administrative staffs of the Institution

commitment at ($r=0.075$). In the same way, there is a negative correlation between affective commitment and normative commitment ($r=-0.105$) and similar there is low correlation between normative commitment and continuance commitment ($r=0.195$). Finally, there is no significant correlation between total organisational commitment and job satisfaction among academic staffs at ($r=0.432$). Further, we can say that academic staffs have a high level of affective commitment to their organisation and lack of job satisfaction does not necessarily affects their organisational commitment at ($P=.05$).

Table 6 represents the inter correlation between job satisfaction and organisational commitment of the total participants which indicates that there is a highly significant correlation among the organisational commitment and its factors such as affective commitment ($r=0.820$), continuance commitment ($r=0.555$), except Normative Commitment ($r=0.435$) at 0.01 level of significance. Similar from the results we found that there is a low correlation between affective commitment and continuance commitment ($r=0.154$) and the correlation between affective commitment and normative commitment is negative at ($r=-0.040$). Also in the case of continuance commitment and normative commitment ($r=0.237$) we have non-significant correlation. Further, it is observed that there is also low correlation between ($r=0.381$) organisational commitment and job satisfaction. Looking at the factors of organisational commitment such as affective commitment, continuance commitment, normative commitment

correlation with job satisfaction, it has been observed that there is high significant correlation between affective commitment and job satisfaction ($r=0.820$). There is a significant correlation between continuance commitment and job satisfaction ($r=0.555$), but it shows a low correlation between normative commitment and job satisfaction ($r=0.435$). Hence, after considering the overall results of the study that job satisfaction and organisational commitment are positively correlated but job satisfaction has no significant impact on organisational commitment at the ($P=.05$) level of significance.

5. CONCLUSION

Previous studies in organisations [36,37] and academic institutions [38,39] noted that job satisfaction play a crucial role in organisational commitment. The present study also found out that job satisfaction does co-occur with employees' commitment to the achievement of organisational goals as they are positively correlated and job satisfaction tend to predict organisational commitment. The study has also found that the three dimensions of organisational commitment (affective, continuance and normative commitment) are positively correlated with job satisfaction. Hence, this study holds that organisational commitment exists among polytechnic employees on different levels and their personal factors may be responsible for the varying level of commitment employees have toward the organisation. The study therefore, conclude that based on the simple regression and correlation matrix analyses, all the

dimensions of organisational commitment clearly have positive relationship with job satisfaction and can predict each other given a certain level of p -value (e.g., $p=.05$). And in the case of job type (administrative vs academic staff), the study found that type of job positively correlated with organisation commitment as both academic and administrative staff were committed to the organisational goal. This study also found that most staff reported more affective commitment than continuance and normative commitment. In summary, the findings of the present study can help institutions in planning and developing the strategies to increase employee satisfaction which will in turn enhance their commitment to the organisation, as this will manifest in increase in task performance, effectiveness, and productivity.

6. RECOMMENDATION

How satisfied employees of an institution are is a very important determinant factor to that institution for them to become pace setters and a force to reckon with in the academic world. Based on the research findings, we would advise that the institution improves on the area of satisfying their employees as it affects their commitment to the institution [40]. Thus, increase in staffs' job satisfaction leads to an increase their organisational commitment in the institution.

For Future Researchers This study had given a very small piece of idea regarding relationship between organisational commitment and job satisfaction in the context of an educational organisation. Hence, it would be beneficial for future research to consider the following suggestions:

- To enlarge the study with large sample size, consider into other industries by inspect the relationship of organisational commitment and job satisfaction in public and private sector. This kind of exploration would help give detailed comparison among the facets of organisational commitment in developing job satisfaction models.
- To explore the role of human resource management practices in organisational commitment and job satisfaction among employees. Finally, it is hoped that this study would be beneficial to managers of educational institution both in private and public sectors.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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