

The Impact of Organizational Commitment on Job Satisfaction among Employees in Nigeria

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ABSTRACT

This research examines the impact of organizational commitment on job satisfaction among employees in Nigeria's food manufacturing industry. This study examines the effect of the three factors of affective organizational commitment, continuance commitment, and normative commitment on job satisfaction. It further discusses the relationship of affective, continuance, and normative commitment towards job satisfaction. The study examined a sample of 220 respondents from the food industry in Nigeria using the Statistical Package for Social Sciences. This study used descriptive statistics and multiple regression to analyze the effects among variables. The researcher found a significant positive relationship between affective commitment, continuance commitment, normative commitment, and job satisfaction. This research contributes to the literature on job satisfaction and organizational commitment, comprehensively covering the dimensions of commitment, which are affective commitment, continuance commitment, and normative commitment, of the respondents in the food manufacturing industry. Therefore, the research is valuable for the education sector, educators, food industry management, and future researchers.

Keywords: organizational commitment; job satisfaction; affective commitment; continuance commitment; normative commitment

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1.0 INTRODUCTION

Numerous previous studies have addressed job satisfaction. The research on job satisfaction has grown to multi-disciplinary dimensions such as in human resource management, applied psychology, sociology, industrial relations, etc. Previously, researchers have investigated various facets and factors to determine the root causes and effects of job satisfaction in an organization.

Robbins and Judge (2007) define job satisfaction as a positive feeling about one's job resulting from evaluating its characteristics. Employees with a high level of job satisfaction possess 'positive feelings about the job. By contrast, a dissatisfied employee has negative feelings about the job. Job satisfaction also reflects an employee's assessment of how satisfied or dissatisfied they are with the overall job.

Job satisfaction is one of the most important factors in an organization. A satisfied employee who is more loyal to the organization and its objectives will put much effort into achieving goals and take pride in their work, teams, and achievements (Ismail & Abd Razak, 2016).

Today, the manufacturing industry is highly competitive, leading to declining employee welfare, increased stress, and poor health (Chan, 2015; Ahmad & Omar, 2015). Rasool and Botha (2011) indicate that high competition within organizations can create risk, negatively affecting workplace commitment. The interaction between these dynamics will ultimately affect employee and organizational satisfaction and has become one of the main problems organizations face today (Mercurio, 2015). As such, this study explores the relationship between employees' commitment and job satisfaction in the workplace.

2.0 LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction is a key factor in understanding worker motivation, adequacy, and performance. It's a pleasurable, positive state arising from one's activities and professional experiences (Lumley, 2011). Locke (1976) defines job satisfaction as a pleasurable emotional state resulting from appraising one's job or job experience. Job satisfaction also reflects feelings about the job and thoughts about the job itself.

Researchers have studied job satisfaction extensively and offer different definitions of the concept. Gangai & Agrawal (2015) describe it as the individual's perception of his work. Broadly speaking, Knoop (1995) notes that it refers to employees' general attitude toward work or aspects of it. Mercurio (2015) considers job satisfaction "an affective feeling, depending on employee interaction, their characteristics, values and expectations and the working environment and organization". Further, Leite, Rodrigues & Albuquerque (2014) define "job satisfaction" as a positive emotional feeling; a person evaluates their work experience by comparing what they expect from their work with what they get from it.

Previous research has concluded that the antecedents of job satisfaction include (Chughtai & Zafar, 2006). A powerful study in this area is Herzberg's two-factor job satisfaction theory. The theory distinguishes between factors that lead to satisfaction and those that lead to dissatisfaction. Factors that increase satisfaction include recognition of achievement, work itself, progress, and so on. Factors that contribute to dissatisfaction include organizational policy and management, supervision, compensation, and interpersonal relationships (Gangai & Agrawal, 2015).

Previous studies have shown that job satisfaction or dissatisfaction can lead to many consequences. Numerous studies have revealed that satisfaction leads to higher productivity, high-quality care, and intention to stay in the organization (Kirsch, 1990; Knoop, 1995; McNeese-Smith, 1996). On the other hand, job dissatisfaction increases absenteeism, turnover, high stress, and dissatisfaction (McNeese-Smith, 1996).

Job satisfaction improves job performance, work esteem, worker motivation, and reduces absenteeism, turnover, and burnout (Ismail & Abdul Razak, 2016). On the other hand, an unsatisfied employee may cause job dissatisfaction through low efficiency, holding two jobs, and showing high rates of truancy. These situations, therefore, demand that the worker withdraw from the job.

According to Luthans (2011), five factors have been widely used to measure job satisfaction over the years as "they represent the most important characteristics of a job about which employees have effective responses". The dimension of job satisfaction is the work itself, pay, promotion, co-workers, and supervision.

2.2 Organizational Commitment

Mercurio (2015) stated that organizational commitment is "a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization". Organizational commitment is, therefore, the degree to which an employee is willing to maintain membership because of interest in and association with the organization's goals and values. Meyer, Stanley, Herscovitch & Topolnytsky (2002) pointed out that organizational commitment is "a) mental state, a) characterizing the relationship between employees and organizations, and b) having an impact on the decision to continue to join the organization. "Organic commitments are respondent's willingness to improve the fit within their company, the values of the company and the workers, the reluctance to leave, and the loyalty or pride of working for the employer" (Keskes, Sallan, & Simo, 2018).

The idea of organizational commitment has drawn considerable attention to determine and explain workers' dedication and steadfastness to an organization (Gangai & Agrawal, 2015). Allen & Meyer (1990) define organizational commitment as "the state of mind that connects individuals to the organization (even if the turnover is reduced). According to Gangai, & Agrawal, (2015), commitment is an attitude by workers towards an organization and the existing procedure by which members of the organization tell their feelings for the company and continued success and well-being. Organizational commitment is "the extent to which employees recognize a particular organization and its goals and want to maintain membership in the organization.

Mercurio (2015) refers to organizational commitment as having a "multidimensional nature, involving employee loyalty to the organization, the willingness to act on behalf of the organization, the degree of goals and consistency with the values of the organization, and the desire to relate with their members.

According to Chen and Silverthorne (2008), several alternative models of commitment were proposed during the 1980s and mid-1990s; multidimensionality was normal (Meyer et al., 2002). As mentioned before, there is a three-part model of affective, continuance, and normative commitment (Gangai & Agrawal, 2015). Meyer and Allen (1991) stated that people with strong affective commitment stay because they believe they need to; those with stronger normative commitment remain because they should; and those with strong continuance commitment remain because they have to. In these three components, Affective Commitment is a psychological attachment to an organization; Continuance Commitment is the cost of leaving the organization; and Normative Commitment is an obligation to remain with the organization. These three dimensions of commitment imply research on individual job satisfaction in the organization (Gangai & Agrawal, 2015).

2.2.1 Affective Commitment

Affective commitment can be defined as an employee's emotional attachment to and identification with the organization (PSUWC, 2011). Because of affective commitment, employees are fully willing to accept the company's goals and values as their own.

The previous study indicates that affective commitment can increase job satisfaction. This is because workers agree with the company's objectives and rules, feel they are treated equally, and receive organizational care, concern, and assistance (Ku Azizah, Holain, & Zhang, 2014). Affective commitment involves staying with the organization because you want to (PSUWC, 2011). This kind of commitment usually results from a supportive work environment in which individuals are treated fairly and the value of individual contributors is embraced.

Several factors can affect affective commitment, such as age, tenure, gender, and training. The issue is that while these attributes can be observed, they cannot be clearly defined. Meyer et. al. (2002) gave this model "positive connections among tenure and commitment perhaps because of tenure-related contrasts in job status and quality". Mercurio (2015) expressed that..." affective commitment was observed to be an enduring, evidently irreplaceable, and central normal for organizational commitment".

2.2.2 Continuance Commitment

Continuance commitment is a belief that the worker must remain with the firm because the cost of leaving is too expensive. This is evidenced by people who maintain commitment to the company because they cannot match the salary and/or benefits with another employer.

Continuance commitment involves remaining with the organization because you must (PSUWC, 2011). For example, a worker who has already vested many years in a company, building up years of

leave and accumulates employee benefits such as pension and salary. If the employee leaves the company, he/she may lose vested time, as well as seniority and pension. It would not be beneficial for this employee to leave, so he stays because he must, not because he wants to stay loyal to the company. Employees may remain with an organization but not feel compelled to perform at a high level.

Someone may remain in the company since he/she is afraid of losing organizational membership. (Ahmad et al., 2015) stated that losing monetary costs, benefits accumulations, and social costs such as friendship ties with co-workers would be costs of losing organizational membership. However, when an individual doesn't see the benefits as enough to stay, they must also consider the consequences of leaving, such as disrupting personal relationships and other factors.

2.2.3 Normative commitment

Among the three factors of commitment, normative commitment is less examined. Normative commitment is defined as the worker feeling indebted to the employer and remaining out of a perceived obligation. These feelings of obligation may come because the employer took a chance on the employee when nobody else would. In turn, the employee feels indebted to the employer. (PSUWC, 2011).

It may also be seen as a family rule that one should be loyal to one's organization. Workers remain with the organization because they "ought to." Generally, if an individual invests a great deal, they will receive "advanced rewards." Normative commitment is usually strongest in an organization that values loyalty and systematically communicates that to employees through rewards, incentives, and other strategies. (Weiner, 2005).

Normative commitment also rises in organizations where workers regularly see visible examples of the employer's commitment to worker well-being. Employees with greater organizational commitment are more likely to contribute to organizational success and experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduce employee turnover and increase the organization's ability to recruit and retain talent. This research uses Weiner's (2005) research on commitment.

2.2.4 The Relationship between Organizational Commitment and Job Satisfaction

Since Hawthorne's research, scholars and practitioners have paid significant attention to job satisfaction and commitment throughout the 21st century. This increased interest stems mainly from their significant effect on organizational and individual behavior (Al-Aameri, 2000). It was found that workers' satisfaction and commitment indicate solidarity between employees and directors within the organization (Gangai & Agrawal, 2015).

According to Meyer et al. (2002), job satisfaction is the determining factor of organizational commitment. The main difference between organizational commitment and job satisfaction is that organizational commitment is defined as employees' emotional response to their organization, whereas job satisfaction is the employee's response to any job. These two variables are highly correlated. In other words, although employees have a positive feeling about the organization, its values, and its goals, they may be dissatisfied with the work within the company (Ismail & Abd Razak, 2016). Many studies have shown a correlation between job satisfaction and commitment (Nunn, 2000; Norizan, 2012).

There are several methods to differentiate job satisfaction and job commitment (Ismail & Abd Razak, 2016). Many fields also study the relationship between organizational commitment and job satisfaction. Job satisfaction is more a response to a particular job or work. Job commitment, by contrast, is a more global response (Weiner, 2005). Organizational commitment may better indicate employee attachment to the organization than to specific tasks, environments, or workplaces (PSUWC, 2011).

Daneshfard and Ekvanian (2012) discovered that when organizational commitment (emotional and normative commitments) increases, satisfaction also increases. When organizational commitment (emotional and normative commitments) is reduced, job satisfaction also decreases. Eslami and Gharakhani (2012) found that job satisfaction has a positive and important impact on organizational commitment. Consequently, this study focuses on the relationship between affective commitment, continuance commitment and normative commitment towards job satisfaction by establishing the hypothesis:

H1: Affective commitment has a significant relationship with job satisfaction.

H2: Continuance commitment has a significant relationship with job satisfaction

H3: Normative commitment has a significant relationship with job satisfaction

3.0 METHODOLOGY

This study is quantitative in nature by using quantitative methods to examine the relationship between independent and dependent variables. The population of this study is the employees of a food company in Nigeria, ranging from the top manager to the lowest employee. Currently, the company has about 811 employees, as of 30 June 2019. This is the actual number of employees, collected from the company's Human Resources Department. According to the Krejcie and Morgan (1970) table, a sample of 260 employees is sufficient for the study. As such, 260 employees were selected through simple random sampling from various departments and groups or classes of workers. The questionnaires were separated into five sections to identify the relationship between organizational commitment and job satisfaction among workers.

Section A covered respondents' demographic background, such as gender, age, nationality, marital status, educational level, and work experience. For Sections B to E, a 5-point Likert scale was used to show respondents' agreement with each statement, with 1 being strongly disagree and 5 strongly agree. Section B measures affective commitment, which consists of 8 items adapted from the scale developed by Allen & Meyer (1990). Among examples of the items are, 'I would be happy to spend the rest of my career with this organization, 'I enjoy discussing my organization with people outside it', 'I feel as if this

organization's problems are my own". Section C seeks to measure continuance commitment, which consists of 8 items adapted from the scale formulated by Allen & Meyer (1990). Among the examples of items are, 'I am afraid of what might happen if I quit my job without having another one lined up', 'It would be very hard for me to leave this organization right now, even if I wanted to'.

Section D seeks to measure the normative commitment of the respondents with an 8 items scale adapted from Allen & Meyer (1990). Examples of items are, 'I think people these days move from company to company too often', 'I do believe that person must always be loyal to his/her organization', 'One of the major reasons I continue to work for this organization is that I believe that loyalty is importance & therefore I feel a sense of moral obligation to remain'. Section E of the questionnaires presents an item of job satisfaction which consists of 7 items scale adapted by Taylor & Bowers (1972). Examples of items are, 'All in all, I am satisfied with my job now', 'All in all, I am satisfied with this organization, compared to other company', 'Considering to my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization'.

Only 220 questionnaires were received back when the collection was done. The data collected are being analyzed using Statistical Package for the Social Sciences version 21 (SPSS-21). Descriptive statistics, correlation tests, and multiple regression analysis were used to identify the relationship between affective commitment, continuance commitment, and normative commitment and job satisfaction.

4.0 FINDINGS AND DISCUSSION

Data screening was performed to check outliers and data normality. The normality test revealed that the skewness and Kurtosis levels for affective commitment, continuance commitment, normative commitment, and job satisfaction are within ± 1.96 . Therefore, the data are normally distributed.

Table 4.1 shows that most respondents are female (137 respondents, 62.3 percent), while males are 83 respondents (37.7 percent). In terms of age, most respondents are aged 28–37 years (80 respondents, or 36.4 percent). Followed by the age of 38 – 47 years, which consists of 58 respondents, or 26.4 percent. Next is the age of 18 – 27 years, which consists of 44 respondents or 20 percent. Next is the 48–57 age group, with 27 respondents, or 12.2 percent. Finally, the smallest group was 58 and above, with 11 respondents, or 5.0 percent. In terms of race, most respondents are Igbo, with 185 respondents (84.1 percent); next are Yoruba, with 26 respondents (11.8 percent), and Hausa, with 9 respondents (4.1 percent).

Married employees make up most of the group, with 153 respondents (69.5 percent), followed by single employees with 64 respondents (29.1 percent); divorced employees account for 3 respondents (1.4 percent). Monthly salary falls into two ranges: most respondents earn 30,000–89,999 NGN (191 respondents, 86.8 percent), while 29 respondents (13.2 percent) earn 90,000–500,000 NGN.

In terms of working experience, most employees with working experience fall within 7 – 8 years of service, with 54 employees or 24.5 percent, followed by 5 – 6 years' experience with

53 employees, or 24.2 percent. The 3–4 years of working experience category includes 46 employees, or 20.9 percent, and 1–2 years of service includes 37 employees, or 16.8 percent. The minority has 9–10 years of working experience, consisting of 30 employees, or 13.6 percent.

Table 4.1: Characteristics of the respondents

Variable	Frequency	Percentage
Gender		
Male	83	37.7
Female	137	62.3
Total	220	100
Age		
18-27	44	20
28-37	80	36.4
38-47	58	26.4
48-57	27	12.2
58 and above	11	5
Total	220	100
Race		
Igbos	185	84.1
Yoruba	26	11.8
Hausas	9	4.1
Total	220	100
Marital Status		
Married	153	69.5
Single	64	29.1
Divorced	3	1.4
Total	220	100
Monthly Salary		
30,000 – 89,999 NGN	191	86.8
90,000 – 500,000 NGN	29	13.2
Total	220	100
Working Experience		
1-2 years	37	16.8
3-4 years	46	20.9
5-6 years	53	24.2

7-8 years	54	24.5
9 years above	30	13.6
Total	220	220

To ensure item reliability, a reliability test to obtain the Cronbach's alpha value was conducted on the data. Table 4.2 shows the results: Cronbach's alpha for Affective Commitment is 0.782, Continuance Commitment is 0.883, Normative Commitment is 0.751, and Job Satisfaction is 0.937. As such, all the items are reliable, as the value exceeds 0.700 in the reliability analysis.

Table 4.2 Reliability Analysis

Variables	No. of Items	Cronbach Alpha Value
Affective Commitment	8	.782
Continuance Commitment	8	.883
Normative Commitment	8	.751
Job Satisfaction	7	.937

Table 4.3 disclosed the relationship between the independent variables, which are affective commitment, continuance commitment, and normative commitment, towards job satisfaction. According to the regression results in Table 4.3, affective commitment ($p < 0.000$, $\beta = 0.305$) indicates a positive, significant relationship with job satisfaction. For the continuance commitment factor ($p < 0.009$, $\beta = 0.146$), the results indicate that continuance commitment has a positive significant relationship with job satisfaction. The normative commitment factor was significant ($p < 0.000$, $\beta = 0.377$), indicating a positive, significant relationship with job satisfaction. The table also shows that hypotheses H1, H2, and H3 are accepted.

Table 4.3: Regression Analysis of Affective Commitment, Continuance Commitment and Normative Commitment towards Job Satisfaction

Independent Variable	Stand. Beta	T-test	Significance	Results
Affective Commitment	0.305	5.258	0.000	Significant
Continuance Commitment	0.146	2.621	0.009	Significant

Normative Commitment	0.377	6.264	0.000	Significant
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Note : * = $p < 0.001$

Previous literature on determining affective commitment, continuance commitment, and normative commitment toward job satisfaction mostly revealed diverse relationships. In this context, this study examines the relationship between affective commitment, continuance commitment, and normative commitment and employees' job satisfaction.

In this study, the researcher found that affective commitment significantly and positively influences employees' job satisfaction. Affective commitment, an employee's emotional attachment to the organization, positively and significantly influences employees' job satisfaction. Similarly, previous researchers have reported a positive influence of affective commitment on employees' job satisfaction in studies of municipal civil servants (Lizote, Verdinelli & Nascimento, 2017) and other sectors (Mohapatra, Satpathy, Patnaik, 2019; Ku Azizah et al., 2014).

The results also showed that continuance commitment has a significant positive influence on job satisfaction. Continuance commitment occurs when a worker believes they must remain with the firm because the cost of leaving is too high, and it has a positive and significant influence on job satisfaction. Correspondingly, the result of continuance commitment with a positive and significant impact on job satisfaction can also be found in the study involving the satisfaction of nurses (Velickovic, Visnjic, Jovic, Radulovic, Sargic, Mihajlovic & Mladenovc, 2014), the information technology sector (Mohapatra, Satpathy, Patnaik, 2019) and the education sector (Omar, Mohd Salleh & Abdul Aziz, 2020).

Consequently, normative commitment also showed a significant positive influence on job satisfaction. A normative-committed employee feels indebted to the employer and stays because of a perceived obligation, which significantly and positively influences employees' job satisfaction. Previous research also discloses a similar result of the positive significant influence of normative commitment on employees' job satisfaction (Omar, Mohd Salleh & Abdul Aziz, 2020; Mohapatra, Satpathy, Patnaik, 2019)

As with any research, certain limitations should be considered when interpreting the results. This research examines factors such as affective commitment, continuance commitment, and normative commitment in relation to job satisfaction. Other factors are not covered, such as culture, environment, relationships with supervisors, and other probable factors. This study may be useful for manufacturing industries to use these results to shape workers' job satisfaction with the organization. Furthermore, the findings of this research will help companies arrange and build systems to strengthen workers' organizational commitment. It may become

one of the instruments and directions for further activities. This is essential to keep the survival of the organization in the global time, whereby these days it is difficult to make workers feel obliged and become focused on the organization.

5.0 CONCLUSION

The study has successfully explored and examined the relationship between affective commitment, continuance commitment, and normative commitment towards job satisfaction. The researcher found that affective commitment, continuance commitment, and normative commitment have a positive and significant relationship with job satisfaction.

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