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THE IMPACT OF ORGANIZATIONAL COMMITMENT ON JOB SATISFACTION AMONG EMPLOYEES IN NIGERIA

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ABSTRACT

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

1.0 INTRODUCTION

Numerous previous studies have been done to address and discover the issue of 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, the researchers have investigated various facets and factors to determine the root cause and the effect of job satisfaction in an organization.

Robbin and Judge (2007) define job satisfaction as the positive feeling about one's job resulting from the evaluation of its characteristics. Employees with a high level of job satisfaction possess' positive feelings about the job. However, on the contrary, a dissatisfied employee possesses a negative feeling about the job. Job satisfaction is also about the employee's assessment of how satisfied or dissatisfied the summary of his or her job elements.

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 to achieve goals and take pride in their works, teams, and achievements (Ismail & Abd Razak, 2016).

Nowadays, the manufacturing industry is a highly competitive and fierce environment, resulting in a decline in employee welfare, increasing stress and poor health (Chan, 2015; Ahmad & Omar, 2015). Rasool and Botha (2011) indicate that high competition within organizations will generate potential risk resulting in a negative psychological impact on workplace commitment. The interaction between these dynamics will ultimately affect the satisfaction of employees and organizations and become one of the main problems of organizations today (Mercurio,2015). As such, this study is carried out to explore the relationship between employee's commitment and job satisfaction in the workplace.

2.0 LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction is the most impressive factor in understanding worker motivation, adequacy, and execution. It's a pleasurable, positive state because of one's activity and professional adventures (Lumley, 2011). Locke (1976) defines job satisfaction as a pleasurable emotional state resulting from the appraisal of one job or job experience. Also, job satisfaction represents the feeling about the job and the thinking about the job itself.

Job satisfaction has been extensively studied, and researchers have different definitions of this concept. Gangai & Agrawal (2015) describes it as the individual's perception of his work. Broadly speaking, Knoop (1995) points out that it refers to the general attitude of employees to work or some aspects thereof. Mercurio, (2015) considers job satisfaction "an effective feeling, depending on employee interaction, their characteristics, values and expectations and the working environment and organization". Moving further Leite, Rodrigues & Albuquerue, (2014) defines "job satisfaction" as a positive emotional feeling, a person evaluates his work experience by differencing what he expects from his work and what he gets from it.

Previous research concluded that the antecedents of job satisfaction (Chughtai & Zafar, 2006). A powerful study in this area is Herzberg's two-factor job satisfaction theory. The theory distinguishes between the factors that lead to satisfaction and the factors that lead to dissatisfaction. Factors that increase satisfaction include recognition of achievement, work itself, progress, and so on. Factors affecting dissatisfaction are 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 (Mc Neese-Smith, 1996).

The positive effect of job satisfaction improved degree of occupation execution, positive work esteems, elevated amounts of worker inspiration, lower rates of truancy, turnover, and burnout (Ismail & Abdul Razak, 2016). On the other hand, an unsatisfied employee may cause unfortunate job dissatisfactions through low efficiency, holding two jobs and showing high rates of truancy. These situations hence demand the worker for an immediate withdrawal from the job itself.

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 due to interest 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) defines 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 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 to all (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 who have strong affective commitment stay in the organization since they believe they need to, some with a stronger normative commitment remain since they should and those with strong continuance commitment remain because they had to. In the three components, Affective Commitment is a psychological attachment to an organization; Continuance Commitment is a cost related to leaving the organization, and Normative Commitment is an obligation to remain with the organization. These three dimensions of commitment imply the 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 within the organization" (PSUWC, 2011). Because of affective commitment, one is fully willing to accept the company's goals and values as his/her own.

The previous study indicates that affective commitment can increase job satisfaction. This is because workers agree with the company's objectives and rules, workers feel they are treated equally, and because workers 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 is usually the result of a supportive work environment in which individuals are treated fairly and the value of individual contributors is embraced.

Affective commitment can be affected by several factors such as age, tenure, gender, and training. The issue with these attributes is that while they can be seen, 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 evidence by the people who maintain a commitment to the company because he/she is unable to 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 that 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 were to leave the company, he/she may lose the time vested, as well as loss in 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. While employees may remain with an organization, they do not necessarily 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 positive costs as enough to stay, they must also consider the consequences of leaving such as disturbing individual relationships and other factors.

2.2.3 Normative commitment

Among the three factors of commitment, normative commitment is less examined. The normative commitment is defined as the worker that feels that he/she is indebted to the employer to remain 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. The workers remain with the organization because he/she "ought to". But generally if an individual invests a great deal they will receive "advanced rewards". Normative commitment is usually in an organization that values loyalty and systematically communicates the fact to employees with rewards, incentives, and other strategies. '(Weiner, 2005).

Normative commitment is also elevated in an organization where workers regularly see visible examples of the employer being committed to worker well-being. An employee with greater organizational commitment has a greater chance of contributing to organizational success and will also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover and increases the organization's ability to recruit and retain talent. Weiner's (2005) research is used for this commitment in this research.

2.2.4 The Relationship between Organizational Commitment and Job Satisfaction

Since Hawthorne's research, until the 21st century, job satisfaction and commitment have received great attention from scholars and practitioners. The increased interest mainly because of their significant effect on organizational and individual behaviour (Al-Aameri,2000). It was discovered that worker behaviours toward satisfaction and commitment are indicators of solidarity among people within the organization and directors (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 can be defined as the emotional response of employees to their organization compared to job satisfaction as 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 that there is 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. Whereas job commitment is a more global response (Weiner, 2005). Organizational commitments may be more indicative of employee attachment to the organization than to specific tasks, environments, or workplaces (PSUWC, 2011).

Daneshfard and Ekvaniyan (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 is also decreasing. 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 towards job satisfaction

H2: Continuance commitment has a significant relationship towards job satisfaction

H3: Normative commitment has a significant relationship towards 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 30th June 2019. This is the actual number of employees which was collected from the Human Resources Department of the company. According to Krejcie and Morgan (1970) table, the sample of 260 employees is sufficient for the sample of 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 in identifying the relationship between organizational commitment and job satisfaction among workers.

Section A of the questionnaire comprised the demographic background of the respondents such as gender, age, nationality, marital status, educational levels, and working experience. For section B to Section E, a 5-point Likert scale was used to show the respondents agreement on each of the statements, with 1 being strongly disagreed and 5 strongly agree. Section B seeks to measure 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 analysed using Statistical Packages for the Social Sciences version 21 (SPSS-21). Descriptive statistics, correlation test, multiple regression analysis was used to identify the relationship of the affective commitment, continuance commitment and normative commitment towards job satisfaction.

4.0 FINDINGS AND DISCUSSION

Data screening was performed to check the outliers and normality of the data. The normality test on the data revealed Skewness and Kurtosis levels for affective commitment, continuance commitment, normative commitment and job satisfaction are still within ± 1.96. Therefore, all the data are normal.

Table 4.1 disclosed most of the respondents are female, with 137 respondents or 62.3 percent, while the male is 83 respondents or 37.7 percent. In terms of age factor, most respondents are from the age of 28 – 37 years, they are 80 respondents or 36.4 percent. Followed by age of 38 – 47 years old, which consist of 58 respondents or 26.4 percent. Next is the age of 18 – 27 years, which consist of 44 respondents or 20 percent. Then the age of 48 – 57 years, with 27 respondents or 12.2 percent. Finally, the minority of the group with the age of 58 and above, with 11 respondents or 5.0 percent. In terms of race, most of the respondents are Igbos with 185 respondents or 84.1 percent, next are Yoruba with 26 respondents or 11.8 percent and Hausas with 9 respondents or 4.1 percent.

 The married employees form most of the group with 153 respondents or 69.5 percent, followed by single employees with 64 respondents or 29.1 percent, next is divorced employees with 3 respondents or 1.4 percent. The monthly salary consists of two ranges of salary earners, the respondents that receive 30,000 – 89,999 NGN are the majority with 191 respondents or 86.8 percent, next is those that receive 90,000 – 500,000 NGN consist of 29 respondents or 13 .2 percent.

 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 consists of 46 employees with 20.9 percent, and

1 – 2 years of service with 37 employees or 16.8 percent. The minority is 9 – 10 years of working experience consisting of 30 employee's or13.6 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**

In ensuring the reliability of the items, a reliability test to get the Cronbach Alpha value was conducted on data. The result is shown in Table 4.2 below where the Cronbach Alpha value 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 of 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 is affective commitment, continuance commitment and normative commitment towards job satisfaction. According to the regression result presented in Table 4.3, the affective commitment, ($p < 0.000$, $\beta = 0.305$), indicates that the affective commitment has a positive significant relationship with job satisfaction. For the continuance commitment factor, ($p < 0.009$, $\beta = 0.146$), disclose that continuance commitment has a positive significant relationship with job satisfaction. The normative commitment factor disclosed, ($p < 0.000$, $\beta = 0.377$), designate that the normative commitment has a positive significant relationship with job satisfaction. The result of the table also disclosed that the hypothesis for 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

Note : * = p <0.001

The previous literature on determining affective commitment, continuance commitment and normative commitment towards job satisfaction mostly revealed the diverse relationship. Within this context, the objective of this study is to examine the relationship of affective commitment, continuance commitment and normative commitment on employees' job satisfaction.

In this study, the researcher found that affective commitment has a significant positive influence on the employees' job satisfaction. An affective commitment which is an employee's emotional attachment with the organization has a positive and significant influence on employees' job satisfaction. Similarly, the positive influence of affective commitment on the employees' job satisfaction has been recorded by the various previous researchers within the study Municipal Civil Servant (Lizote, Verdinelli & Nascimento, 2017), and other sectors (Mohapatra, Satpathy, Patnaik, 2019; Ku Azizah et. al, 2014).

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

Consequently, the outcome of normative commitment also disclosed a significant positive influence on job satisfaction. A normative commitment employee feels that he is indebted to the employer to remain because of a perceived obligation has a significant positive influence on employee's 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 studies factors such as affective commitment, continuance commitment and normative commitment towards job satisfaction. Other factors are not covered such as culture, environments, relationship with supervisors and other probable factors. This study may be useful for the manufacturing industries to utilize these results in moulding the workers' job satisfaction to the organization. Furthermore, the finding of this research will help the companies in arranging and building up the systems to upgrade the organizational commitment of the workers. 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 the affective commitment, continuance commitment and normative commitment have a positive significant relationship towards job satisfaction.

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