



## EFFECT OF EMPLOYEES JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT IN DUTSE LOCAL GOVERNMENT AREA, JIGAWA STATE

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### Abstract

*Achieving employee job satisfaction is one of the key elements for smooth functioning of organizations. This paper examines the effect of employees job satisfaction on organizational commitment in Dutse Local Government Area, Jigawa State. The population of the study consist of 423 employees of the Local Government, using systematic random sampling technique, a sample of 205 was obtained. Mowday et. al. (1979) organizational commitment questionnaire (OCQ) was used to measure organizational commitment and the revised 2009 version of Abridged Job Descriptive Index (AJDI) scale developed by Stanton et. al. (2001) was used to measure job satisfaction. Multiple Linear Regression was used using SPSS version 22 for data analysis. Result from the analysis indicate that work itself and supervision dimension of job satisfaction were not significantly related to organizational commitment. While pay, promotion and co-worker dimension of job satisfaction were significantly related to organizational commitment. It was recommended that the remuneration should continue to be taken serious to secure the job satisfaction of the employees.*

**Keywords:** Job satisfaction, organizational commitment, local government and organization

### 1. Introduction

Human resources are the essentials of organizational effectiveness and the greatest asset that an organization can possess. The retention of these skillful and well-equipped workforce in an organization is pertinent to the growth and overall performance of an organization (Adeoye & Fields, 2014). There is, therefore, the need to adequately examine what really satisfy employees for possible greater organizational commitment (OC). Organizational commitment is a job-related attitude that has received considerable attention from researchers around the globe (Azeem, 2018). This is due to its relevance in increasing productivity and enhancing performance that leads to the attainment of organizations' objectives.

Job commitment is a force that binds an individual to a course of action of relevance to one or more targets (Meyer & Herscovitch 2011). An organization cannot reach its aspired level without a committed workforce. This is because organizational commitment is a condition in which an employee recognizes himself/herself with a particular organization and its objectives and wants to remain its participant Khan and Jan (2015). This implies an individual's commitment to an organization is a replica of his beliefs, opinions and actions.



Sanjeev and Rathore (2014) opines that an employee feels a passion for and proud to be a member of an organization which motivates him/her to actively contribute towards the success of the organization. This indicates a kind of psychological attachment existing between the employer and the employee. Earlier studies have proven that job commitment ensure that an employee experiences psychological attachment with the organization (Porter, Steers, Mowday & Boulian, 1974) and based on some perceived economic gains and weighted contribution and reward; congruity toward an organization (Becker, 1960; O'Reilly & Chatman, 1986).

Over the years lingering issues of abscondment from duty, absenteeism and late coming which are connected to lack of commitment have been a major source of concern to managers of human resources in Nigeria (Bello, 2015). This can lead to employees performing below expectation in their various job responsibilities. Employee commitment is crucial for the efficiency of any organizations who wants to remain productive. The attitude of employees in Local Government Areas towards their job shows their job satisfaction e.g. pay, nature of work, working condition, opportunities for promotions, etc, needs to be properly studied agianst their commitment. Researches were conducted to measure the effect of job satisfaction on organizational commitment in various context, using different types of samples including hospital nurses (Khan & Jan 2015; Al-Aameri, 2000), university staff (Malik, Nawab, Naeem & Danish, 2010; Oge & Damar, 2013; Nwibere,. 2014; Gebremichael & Rao 2013;), bank workers (Mohammed & Eleswed, 2013; Mohamed, AbdulKader & Anisa, 2012), oil and gas industry workers (Shurbagi & Zahari, 2014), federal parastatal workers (Majekodunmi, 2013).

Therefore, this study aims to examine the effect of employees job satisfaction on organizational commitment in Dutse Local Government. Furthermore, it seeks to determine the extent to which each dimensions of job satisfaction determines organizational commitment in the study area. This study on completion will be beneficial to the administrators of Dutse Local Government and reference point to potential academic researchers.

The following relationships are hypothesized, based on the reviewed literature.

**H1:** Pay has no significant effect on organizational commitment in Dutse Local Government.

**H2:** Work has no significant effect on organizational commitment in Dutse Local Government.

**H3:** Promotion has no significant effect on organizational commitment in Dutse Local Government.

**H4:** Supervision has no significant effect on organizational commitment in Dutse Local Government.

**H5:** Co-worker has no significant effect on organizational commitment in Dutse Local Government.

## **2. Literature Review**

### **2.1. Conceptual review**

The earliest attempt to conceptualize organizational commitment was done by Becker (1960) using what he called the "side bets" theory. This theory laid the foundation upon which contemporary research on organizational commitment build on. According to Becker (1960) organizational commitment refers to the accumulation of investments valued by the individual that would be lost if he or she were to leave an organization. Meaning, employees have a totally hidden or somewhat hidden investments, "side-bets," they have made by remaining in a given organization.



The side-bet theory has received a lot of criticism among which is from Ritzer and Trice (1969), who conducted an empirical study on 419 personnel managers to examine their commitment and occupation separately. They used pay, freedom, status, responsibility, and opportunity to develop an instrument to ascertain the level of the personnel managers' organizational and occupational commitment to determine for what reasons, if any, a person would leave his organization and his occupation. They predicted that age, marital status, low level of education, marriage, number of children, and pay to be positively correlated with both organizational and occupational commitment as postulated by Becker. Rather the findings reveal no or low significant correlation of these variables with organizational commitment. Stebbins (1970) and Meyer and Allen (1984) did not agree with the findings of Ritzer and Trice (1969) on the side bet theory. Even with the controversies, a research (Meyer and Allen 1991) supported the side-bet theory claiming the methodologies used by previous researches to oppose the side-bet is the reason for the conflicting results.

Porter et al., (1974) defines organisation commitment as “the relative strength of an individual's identification with and involvement in a particular organization, characterized by three components: a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership”. Porter et By 1980's organizational commitment metamorphous from been one-dimensional construct to a multi-dimensional concept; a three-dimensional approach, the affective, and continuance and later the normative commitment (Meyer and Allen 1984; 1990; 1997) and O'Reilly and Chatman (1986) three-dimensional approach namely; compliance, identification and internalization of OC and Cohen's (2007) two dimensional approach.

Lately, Cohen (2007) proposes a two-dimensional approach consisting four components to commitment — the timing of commitment and the bases of commitment. The timing of commitment distinguishes between commitment propensity, which develops before entry into the organization and organizational commitment, which develops after entry into the organization. The second dimension, the bases of commitment, makes a distinction between commitment based on instrumental considerations and commitment based on psychological attachment.

The concept of job satisfaction has its origin from the scientific movement initiated by Frederick Taylor in 1911 (Armstrong, 2006). Taylor is of the opinion that workers' rewards should be according to their performance. He Identified pay as the major source of job satisfaction and motivation. According to Armstrong, (2006) the assumption was later criticized by Mayo in 1924 after he conducted a series of experiments on human behaviour at work at the Hawthorne Western Electric Plant in Illinois. He focuses on the psychological aspect of work and their effect on productivity by dividing workers into groups and allow them to relate with their immediate supervisors at work. To his surprise output increase dramatically regardless of the change in their working condition. This indicates that if workers are valued and cared for, they will put their best to make sure they perform at their peak. The study reveals several other factors such as a sense of belonging, value, recognition, contributes more to the productivity of workers than financial reward as postulated by Taylor.

Armstrong (2006) refers to job satisfaction as the attitude and feelings people have about their work. Mohammed and Eleswed (2013) believe “job satisfaction creates a pleasant feeling that



directs to a positive work attitude”. A satisfied employee is more likely to be creative, flexible, innovative and loyal. Cranny, Smith, and Stone (1992) see job satisfaction as generally agreed by researchers to be an affective reaction to a job that results from the employees’ comparison of actual outcomes with those that are desired (as cited in Gebremichael & Rao, 2013). Also, to Hamermesh (2001) job satisfaction means “the employee’s mental classification of the job into objective and subject characteristics”.

Job satisfaction literature shows it was considered one-dimensional construct – that measures general satisfaction (Macdonald & MacIntyre, 1997) and as a multi-dimensional construct – that measures job satisfaction from the various aspects of the job i.e. intrinsic (working condition, recognition, promotion, advancement, job security etc.) and extrinsic (salary, supervision, relationship with coworkers etc.) factors (Weiss, Dawis, England, Lofquist, 1967; Smith, Kendall & Hulin, 1969; Hackman & Oldham; 1975; Yuzuk, 1961; Khaleque & Rahman, 1987) cited in Suma and Lesha (2013).

## **2.2 Empirical review**

Job satisfaction and organizational commitment have been researched widely. In the literature, satisfied employees are committed to an organization, and employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviors helpful to the organization (David, Gidwani., BIRTHARE, & Singh, 2015). Malik et. al. (2010) concluded that nature of work, salary satisfaction, and quality supervision is a significant predictor of organizational commitment. They also found out that employees were highly satisfied with their supervisor, coworkers, compensation, work itself and opportunities for advancement in their universities.

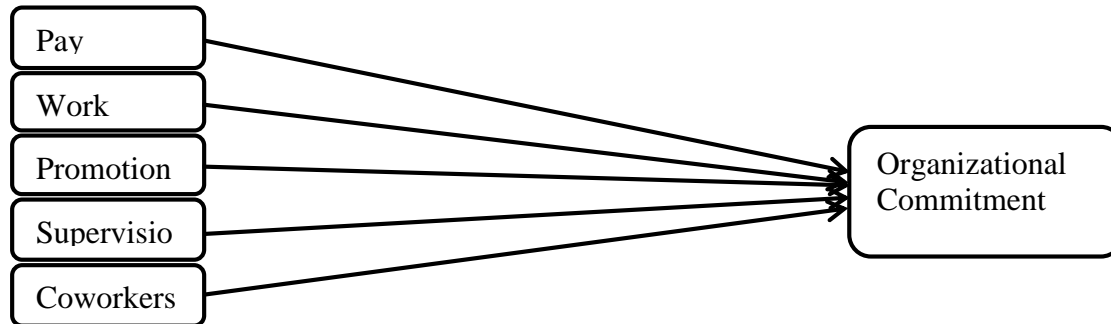
Similarly, a study conducted by Akeke, Akeke & Awolusi, (2015) found pay/salary, job security, supervision, job enrichment, and job challenges lead to job satisfaction. It also reveals that job satisfaction has a significant positive influence on both affective commitment and continuance commitment. In another study Al-Aameri, (2000) found age, experience and job satisfaction positively correlated with organizational commitment.

A Study by Mohamed, Abdulkader & Anisa (2012) established positive relationship between job satisfaction and organizational commitment. Suma and Lesha (2013) conducted a study, they found organizational commitment to significantly positively correlate with supervision, work and co-workers employees. Though its relationship with the promotion was significant, employees were less satisfied with promotional opportunities. Even though employees were least satisfied with the level of pay they receive, the study found no relationship between organizational commitment and pay i.e. pay is not a predictor of organizational commitment.

Thabane, Radebe, and Dhurup (2017) conducted a study to assess the effect of job satisfaction on the organizational commitment of 383 administrative staff of a university. The findings provided that job satisfaction have a positive impact on the prediction of organizational commitment. More so, Kenku, Ojiji, and Ishola (2018) carried out a comparative study of some 451 employees in private and public sector organizations in Nigeria. The findings indicate that an increase in job satisfaction can lead to higher organizational commitment in public and private organizations.

This study aims to investigate the effect employee job satisfaction on organizational commitment in Dutse local Government employees. The diagram below depicts the conceptual model for the study.

**Figure 1: Conceptual framework**



### 3. Methodology

#### 3.1 Research Design, Population and Sample size and Sampling Technique

This study used a descriptive survey-based research design using a structured questionnaire as the instrument to collect data from the intending respondents. A cross-sectional approach – was adopted as suggested by Kumar (2011).

The population of the study is 423 employees consisting of all the employees on the payroll of Dutse Local Government Area. The local government is an important tier of government that provides welfare services at the grassroots.

The sample size used was 205 in the study. This figure was gotten from the Krejcie and Morgan (1970) table for determining sample size which corresponds to the population of the study. A systematic random sampling technique was adopted to generate the respondents from the sampling frame.

#### 3.4 Measurement of variables

- a. **Job Satisfaction:** The revised 2009 version of Abridged Job Descriptive Index (A) scale developed by Stanton, Sinar, Balzer, Julian, Thoresen, Aziz, Fisher, and Smith, (2001) was adapted. The instruments contain five dimensions namely pay, promotion, coworker, the work itself, and supervision. 27 items were used to measure the level of job satisfaction of the respondents in the study. All the measures of job satisfaction were measured on a 5-point Likert-type scale.
- b. **Organizational Commitment:** The Mowday et. al. (1979) organizational commitment questionnaire (OCQ) was adapted. It consists of 15 items. A 5-point Likert-type scale with response ranging from 1-5 will be used where 1 = strongly disagree; 2= disagree; 3=neutral; 4=agree; and 5= strongly agree.

#### 3.5 Validity and Reliability of the Instruments

This study employed “the internal consistency reliability test” using Cronbach coefficient alpha ( $\alpha$ ). This is found to be the common technique used by many researchers while testing reliability



(Sekaran & Bougie, 2010). The statistics provide an indication that the result obtained from the Cronbach alpha scale for job satisfaction and organizational commitment which is all found to be above 0.7 is reliable for use.

**Table 3.5: Reliability Statistics of the Research Variables**

| Variable                       | No. of Items | Cronbach Alpha |
|--------------------------------|--------------|----------------|
| Organizational Commitment (DV) | 15           | .817           |
| <u>Job satisfaction (IV)</u>   |              |                |
| Pay                            | 6            | .757           |
| Work                           | 6            | .744           |
| Promotion                      | 4            | .741           |
| Supervision                    | 6            | .748           |
| Coworker                       | 5            | .736           |

Reliability of 0.60 can be considered as an average coefficient, whereas 0.70 could be regarded as a high reliability coefficient (Hair, Money, Samouel, & Page, 2010; Sekaran & Bougie, 2010; Sekaran 2003).

### 3.6 Method of Data Collection and Analysis

This study distributed 205 copies of the questionnaire, and a total of 172 were finally retrieved, giving a response rate of 84%. After data cleaning and screening, 21 questionnaires were found to be outliers and removed. A total of 151 questionnaires were analyzed. The table below shows the demographic information of the respondents

The Statistical Package for Social Sciences (SPSS version 22) software was used to analyze the effect between the variables. Multiple linear regressions was used to test the hypotheses formulated. The variables undergoes normality, linearity, multicollinearity, and homoscedasticity to satisfy the underlying assumptions of the multiple regression analysis in line with the suggestion of Hair *et al.* (2010) and Pallant (2001).

## 4. Data presentation, Analysis and Results

### 4.1 Descriptive statistics: Characteristics of the respondents

Table 4.1 *Summary of Respondents Demography*

| S/N | Items                      | Frequency | Percentage |
|-----|----------------------------|-----------|------------|
| 1.  | <b>Gender:</b>             |           |            |
|     | Male                       | 113       | 74.8       |
|     | Female                     | 38        | 25.2       |
| 2.  | <b>Age:</b>                |           |            |
|     | 15-25                      | 6         | 4.0        |
|     | 26-35                      | 38        | 25.2       |
|     | 36-45                      | 45        | 29.8       |
|     | 46-55                      | 54        | 35.8       |
|     | 55 and Above               | 8         | 5.2        |
| 3.  | <b>Working Experience:</b> |           |            |
|     | 1-5                        | 1         | 0.7        |
|     | 5-10                       | 15        | 9.9        |



|           |                                   |    |      |
|-----------|-----------------------------------|----|------|
|           | 6-10                              | 33 | 21.9 |
|           | 11-15                             | 36 | 23.8 |
|           | 16- And above                     | 66 | 43.7 |
| <b>4.</b> | <b>Educational Qualification:</b> |    |      |
|           | Primary Certificate/SSCE          | 31 | 20.5 |
|           | Diploma/NCE                       | 70 | 46.4 |
|           | First Degree                      | 34 | 22.5 |
|           | Masters Degree                    | 11 | 7.5  |
|           | Others                            | 5  | 3.3  |
| <b>5.</b> | <b>Grade Level:</b>               |    |      |
|           | 1-3                               | 3  | 2.0  |
|           | 4-6                               | 23 | 15.2 |
|           | 7-9                               | 49 | 32.5 |
|           | 10-12                             | 52 | 34.4 |
|           | 13-17                             | 24 | 15.9 |

**Pre-regression test**

Normality test carried out shows the distribution of data to be normal (see Fig. 1). For Linearity, the study used a residual plot; the residual ought to scatter around 0 and most of the scores concentrate at 0 points. The assumption was not violated as the plot shows that the residual converged at the center along the zero points. Hence, it proves that the linearity assumption was achieved (see Fig. 2)

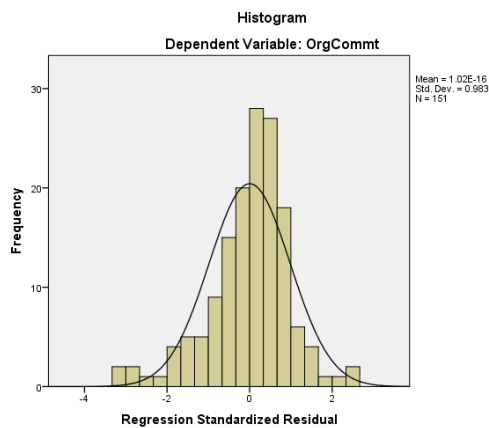


Fig. 2

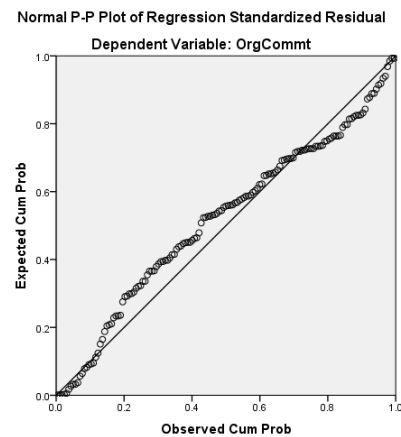


Fig. 3

For multicollinearity, the Variance Inflation Factor (VIF) and tolerance level were examined via regression results from the SPSS. The general rule of the cut-off points is that the VIF and the tolerance values should not exceed 10 and not be less than 0.10, respectively (Hair *et al.*, 2010).

**Table 4.2: Multicollinearity Test based on Tolerance Values and VIF**

| Collinearity statistics Variables | Tolerance | VIF   |
|-----------------------------------|-----------|-------|
| Pay                               | 0.786     | 1.272 |
| Work                              | 0.540     | 1.852 |
| Promotion                         | 0.693     | 1.443 |
| Supervision                       | 0.613     | 1.632 |
| Coworker                          | 0.800     | 1.250 |

Homoscedasticity is normally assessed by visual inspection of the scatter plot of the regression residual. Homoscedasticity appears to be indicated when the width of the band of the residuals is approximately the same at the dissimilar level of the dependent variables and scatter plot shows a pattern of residuals normally disseminated around the mean (Tabachnick & Fidel, 2007) as in fig. 4 below.

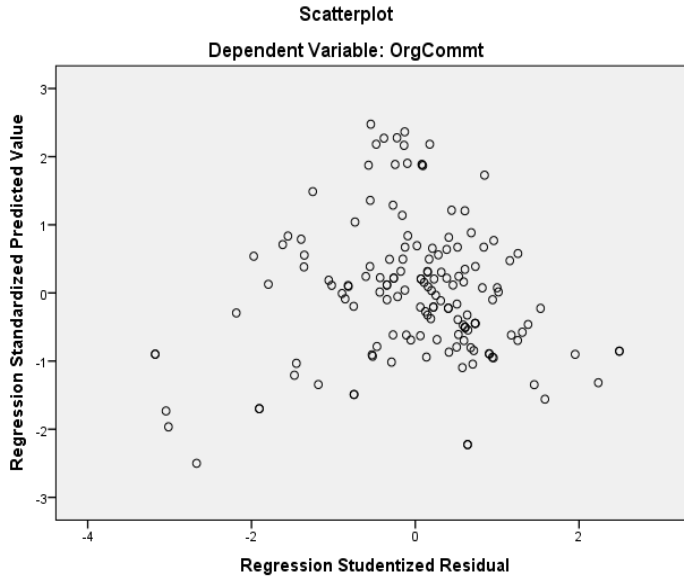


Fig. 4

#### 4.2 Test of Hypotheses

The study used t-value as suggested by Kumar (2011). He suggests that, if the t-value exceed 1.645, it indicates that there is a significant relationship hence the hypothesis could be accepted. Table 4.3 below shows a summarized result of the multiple regressions analysis conducted by this study whereby organizational commitment stands as the dependent variable.

**Table 4.3: Result of findings**

| Hypotheses | Variables   | Beta   | t-value | P-value | Findings  |
|------------|-------------|--------|---------|---------|-----------|
| H1:        | Pay         | 0.317  | 4.294   | 0.000   | Rejected  |
| H2:        | Work        | -0.032 | -0.352  | 0.725   | Supported |
| H3:        | Promotion   | 0.177  | 2.239   | 0.027   | Rejected  |
| H4:        | Supervision | 0.103  | 1.223   | 0.223   | Supported |
| H5:        | Coworker    | 0.281  | 3.812   | 0.000   | Rejected  |

P = <0.05

As shown in Table 4.3, the regression result obtained present the  $\beta$  value, t value and P value of the variables. Using the t-value and p value at 5% level of significance. Pay, Promotion and coworker with p-value at a significant level, indicates rejection of the hypothesis i.e. they are predictor of organisation commitment. Whereas, work and supervision that shows a p-value that is not significant, supports the hypothesis of this study. Meaning, they have no significant relationship with the dependent variable thereby they can't predict it.





**Table 4.4 Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | .608 <sup>a</sup> | .369     | .348              | .41864                     | .369              | 16.993   | 5   | 145 | .000          | 2.052         |

a. Predictors: (Constant), Coworkers, Promotion, Pay, Supervision, Work

b. Dependent Variable: Org. Commt.

From the Table 4.4 above the value of the correlation coefficient (R) of 0.61 indicates that the predictors positively influence the employees of Dutse LGA. This demonstrates that as job satisfaction increases, employees’ organizational commitment also increases and vice versa. The  $R^2 = 0.369$ , this demonstrates that, the predictor variables pay, work, promotion, supervision and coworker contributed about 37% variance in organizational commitment, meaning that remaining percentage were contributed by other variables not specified in the model i.e error team.

**Table 4.5 ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | Df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 14.891         | 5   | 2.978       | 16.993 | .000 <sup>b</sup> |
|       | Residual   | 25.412         | 145 | .175        |        |                   |
|       | Total      | 40.303         | 150 |             |        |                   |

a. Dependent Variable: Org. Commt.

b. Predictors: (Constant), Coworkers, Promotion, Pay, Supervision, Work

The ANOVA in table 4.5 reveals that there is a statistically significant relationship between job satisfaction and organizational commitment with the p value at 0.000 < 0.05 at a general level. Whereas in table 4.8 above indicated that some facets of job satisfaction shows a positive statistical significant relationship (Pay, Promotion, coworkers) with p value < 0.05 confirming them to be predictors of organizational commitment while others (work, supervision) are statistically not predictors of organizational commitment with p value more than 0.05.

### 4.3 Discussion of Findings

Pay as one of the facet of job satisfaction used in this study to predict organizational commitment was found to be statistically significant at  $p = 0.000$  with organizational commitment. This means that pay giving to the employees as compensation for their effort towards their jobs will induce them to greater level of commitment. This finding agree with Lumley, Coetzee, Tladinyane and Ferreira (2011) conducted a research and the results showed that pay can significantly predict the level of the respondent’s commitment to their various organizations. Likewise, result is in line with similar research that also found a significant positive relationship of pay and organizational commitment (Ajie & Omotunde, 2015; Akeke *et al.*, 2015; Khan & Jan, 2015).

The regression result shows that work is not significantly related at  $p = 0.725$  to organizational commitment. This result coincides with the finding of Sumathi and Parimala (2014) which found employees to be dissatisfied with the work nature and responsibility and other hygiene and motivating factors. In contrary, Lumley et al. (2011) found that the respondent’s level of satisfaction with the nature of their work was significant in terms of predicting their organizational commitment.



Employees in every workplace anticipate progression in their career in form of opportunities for promotion which usually come with a pay increase. The result of this study shows a strong positive relationship between promotion at  $p=0.027$  significant level and organizational commitment. This is an indication that if workers are promoted as at when due they will certainly be motivated and will in return show greater level of commitment to the organization. Absence of which will lead to dissatisfaction and possible turnover intention, absenteeism. This finding coincides with the findings of Eslami and Gharakhani (2012), Agu and Udoh (2012) which documented a significant relationship between promotion and organizational commitment in their various studies and concluded that employees would experience satisfaction when they believe their future prospects are bright as an indication of the advancement in the organization.

The level of Supervision received by the employees was found not to have a significant relationship with organizational commitment in this study. The statistical value obtained ( $p=0.223$ ) is more than 0.05 level of significance. Therefore, it means this study has found supervision not to be a predictor of organizational commitment. This finding is not consistent with other findings that reveal a significant positive relationship between supervision and organizational commitment (Ogunleye, Odebiyi & Olaoye, 2013; Azeem, 2010; Suma & Lesha, 2013). Furthermore, the result implies that the respondents do not care and are not interested in the level of supervision in the organization or the supervision is not effective and unnoticeable. Therefore, they do not consider supervision as a predictor of their loyalty to the organization.

A positive significant relationship was found between coworkers and organizational commitment at 0.000 significant level, hence the null hypothesis is rejected. It shows that supportive and friendly coworkers would predict the attitude of their colleagues to remain in the organization and continue to support it to achieve its objectives. Similar studies conducted reveal the same result, for instance, Buchko, Weinzimmer and Sergeev (2007) found coworker relationship to have a significant and positive influence on the commitment of the workers. This is also found to be consistent with other findings even though some are not significant but are positive (Ogunleye, Odebiyi & Olaoye, 2013; Suma & Lesha, 2013).

## 5. Conclusion and Recommendations

In conclusion, this study has succeeded in improving literature concerning job satisfaction and organizational commitment in the sense that, it has provided proof that overall job satisfaction has a positive relationship on organizational commitment, because it is discovered they are significantly positively related from the result obtained by this study. Even though some factors of job satisfaction were found not to have significant relationship with organizational commitment i.e. level of the supervision received by the employees and nature of work assigned to them, it can be concluded that they are not predictors of organizational commitment. But pay, opportunities for promotion and co-workers were found to be predictors of organizational commitment. As each of these factors increase the level of organizational commitment of the employees of Dutse Local Government which also increase and vice versa. Similarly, a theoretical gap was observed wherein this model was scarcely tested in the context of Nigeria, most of the research findings on the variables were concentrated in the western world which most have a unique cultural orientation. Based on the findings of the study, the following recommendations are made;

- i. There should be introduction of additional financial incentives or allowances e.g. dressing, children education etc.



- ii. The local government authority should make sure anything that have to do with workers promotion is taken seriously and be done as at when due.
- iii. It is recommended that relationship among workers should continuously be improved by introducing social activities and interaction among them. E.g. sporting competition, end of year celebrations, creation of common room among others.

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