

**EMPLOYEES' JOB-OUTCOME AS PREDICTORS OF ORGANISATIONAL
COMMITMENT AMONG WORKERS OF ABUJA MUNICIPAL AREA COUNCIL
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Mobile: 08165275459**Abstract**

The study examines employees' job-outcome as predictors of organisational commitment amongst workers of Abuja Municipal Area Council Abuja, Nigeria. The study was an ex post facto research which utilized cross sectional survey approach. One hundred and ninety (190) participants were sampled using stratified sampling technique. Three hypotheses were tested using independent sample t-test and multiple regression analysis at 0.05 level of significance. The result shows that there was a statistically significant difference between high and low employees job satisfaction on organizational commitment ($t(198) = 4.63, df=198; p < 0.05$). The result, further demonstrated that there was statistically significant gender difference on organizational commitment ($t(198) = 4.73, df=198; p < 0.01$); male scored higher ($M=86.37; SD= 15.14$) on organisational commitment compared to their female counterparts ($M = 74.98; SD=18.21$). Also, the result revealed that there was significant joint prediction of demographic factors on organisational commitment $\{F(3, 84) = 7.369, R^2 = .208, p < .01\}$, and independently, marital status ($\beta = -0.25, t = -2.40, p < .05$), length of service ($\beta = -0.41, t = 3.51, p < .05$), and educational qualification ($\beta = -0.15, t = -3.82, p < .05$) were all independently significant predictors of organisational commitment. Therefore, the research recommended that employees job-outcome of job satisfaction is consider paramount in the scheme of operation as to enhance organisational commitment.

Keywords: organizational commitment, job satisfaction, job out-come, and AMAC

Introduction

In Nigeria, the nexus between employees' job-outcome and organisational commitment in most public sectors especially local government has been a serious issue for concern not only to employers of labour but also to the general public and industrial and organisational psychologists. It is well known fact that local government in Nigeria are established primarily to accomplish predetermined set goals and objectives. To achieve these goals, employee commitment to the organisation is very paramount. Moreover, studies have shown that top on the list responsible for employees' commitment has been job satisfaction, which pertains to how individual employee is feeling about his or her present job (Locke, 1968). Based on this, Mowday,

Porter & Steers (1997) defines organisational commitment as a strong belief in and acceptance of the organisation's goals and values; a willingness to exert considerable effort on behalf of the organisation and a strong desire to maintain membership in the organisation. Menezes (2009) defines organizational commitment as "a type of social bond established between the employee and the organization, made up of an affective component of identification that influences a set of behavioral intentions of proactivity, participation, extra commitment and defence of the organization". Mowday, Steers and Porter (1998) point out that organizations where employees are committed usually achieve higher business performance. In addition, previous and more recent studies show that high levels of organisational commitment is a catalyst to decreased turnover, (Aremu & Ahmed, 1996); increases in productivity (Nwulu & Ateke, 2018); performance (Mowday et al., 1997); retention (Azeem, 2010); and job satisfaction (Abdullah, Shuib, Muhammad, 2007).

Job satisfaction, on the other hand, "is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976). According to him job satisfaction is an internal state with some degree of favour or disfavour based on assessing the job and job-related experiences. To Hoppock (1935), job satisfaction is a mixture of psychological, physiological and environmental factors that makes a person to acknowledge, "I am contented with my job". Other authors see job satisfaction as a feeling of contentment an employee derives from his/her job which compels him/her to develop positive attitudes towards the job (Luthans, 1998). The various definitions about job satisfaction implies that is a feeling that is positive as it relates to job, which is a function of an evaluation of its characteristics, and of course, an employee person with a high level of job satisfaction tends to hold positive feelings of commitment about his or her job, while an unsatisfied person holds negative feelings.

Literature on the relationship between job satisfaction and organizational commitment particularly in the public sector like local government in Nigeria, have not reached consensus on the nature of the relationship that exists between the variables. As such, the causal ordering between these two variables have been largely mixed. For instance, Bateman & Strasser (1984), in a longitudinal study on the antecedents of organisational commitment have argued that job satisfaction is a consequence or effect of organisational commitment. In other findings, Bateman & Strasser (1984), the more committed the employee is towards his or her organisation, the more satisfied he or she is likely to be with his or her job. It seems eminently logical to assume that a happy and satisfied local government employee is a "better", "more committed", and "more productive" employee. Conversely, Hudson & Sullivan (2002) submit that job satisfaction may not necessarily translate in higher organisational commitment owing to certain critical factors, such as differences in personal characteristics, and job-attitude, as well as differences in individuals' values and needs they bring to their jobs, which may be determined by how well outcomes meet or exceed expectation. This implies that a local government employee, for example, may be satisfied with his or her job, and still exhibit low commitment to the employing organisation. Furthermore, there are divergences of opinions among Nigerian researchers on organisational

commitment of Nigerian workers. Some Nigerian researchers believe that Nigerian workers are not committed to their organisations (Salami, 2008). Others believed that they are committed to organisational goals but it is the organisations that do not show commitment to the plight of the workers (Omolayo et al., 2007). These categories of researchers believe that organisational commitment reflects one side of the reciprocal organisational commitment relationship between the employer and the employee and as such each party has to play its role. Generally, there is paucity of researches on the nexus between job satisfaction and organisational commitment in Nigeria. Therefore, this study is designed to fill this research gaps regarding the subject matter. While, the study seeks to investigate role of employees' job-outcome as predictors of organisational commitment among employees' of Abuja Municipal Area Council (AMAC) in Abuja, Nigeria.

Objectives of the Study

Based on the above proposition, this study, therefore, aims at the following objectives;

1. To determine significantly difference between high and low employees job satisfaction on organisational commitment among local government employees of AMAC, Abuja, Nigeria.
2. To evaluate significant gender difference on organisational commitment among local government employees of AMAC, Abuja, Nigeria.
3. To examine the significant joint and independent prediction of marital status, length of service and educational qualification on organisational commitment among local government employees of AMAC, Abuja, Nigeria.

Literature Review

In this section, we present the theoretical framework defined as necessary to help to understand the adopted approach. Therefore, the following two themes are considered: organizational commitment and job-outcome (job satisfaction).

Conceptual of organisational commitment

Various authors have been instrumental in identifying different types of employee commitment as critical constructs in understanding attitudes and behaviours of employees in an organisation. Organizational commitment is defined as the employee's feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual prior to entry or following entry (Allen & Meyer, 1990). According to Meyer and Allen (1991), organizational commitment can take three distinct forms. Affective commitment refers to identification with, involvement in, and emotional attachment to the organization, in the sense that employees with strong affective commitment remain with the organization because they want to do so. Continuance commitment refers to commitment based on employee's recognition of the costs associated with leaving the organization. Thus, employees with strong continuance commitment remain with the organization because they have to do so, either because of low perceived

alternatives or because of high personal sacrifice associated with leaving the organization. Normative commitment refers to commitment based on a sense of obligation to the organization.

Conceptual of Job Satisfaction

The concept of job satisfaction was first developed from the Hawthorne studies of the late 1920s and early 1930s by Elton Mayo at the Hawthorne plant of the Western Electric Company in Chicago. The result was that the emotions of employees can influence their working behaviours. Social relationships and psychological factors are the main causes of job satisfaction and productivity in employees (Robbins, 2002). Based on comparison among review of literature in job satisfaction, many researchers define job satisfaction. Job Satisfaction is "an affective and emotional response to various facets of one's job" (Kreitner & Kinicki 2004), and Locke (1968) describes as "being an emotional response that results from the employee's perceived fulfillment of their needs and what they believe the company to have offered". Locke (1976), further sees job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". According to him, job satisfaction is an internal state with some degree of favour or disfavour based on assessing the job and job-related experiences. Other researchers have tried to reflect current theoretical underpinnings of job satisfaction, but Hoppock's (1935) definition which was one of the earliest definitions of this concept is still the most cited one. He says job satisfaction is "any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, 'I am satisfied with my job'" (Hoppock, 1935).

Determinant of job satisfaction

The conceptual domain of job satisfaction is too broad, since it involves the job and its environment characteristics. Thus, in order to manage the broadness and obtain measures of job satisfaction two approaches have been developed: global scale and facet scale. While the former attempts to combine an employee's reaction to different aspects of his job single, integrated response, the latter tries to cover each of the principal areas separately within the general satisfaction domain. Regarding these two approaches, several researchers offer different measurement tools for measuring job satisfaction. Smith et al. (1969) define five facets for measuring job satisfaction. Based on their instrument, job satisfaction consists of several facets, including satisfaction with the supervisor, relationship with co-workers, present pay, nature of work, and opportunities for promotion.

The researchers of this study see job satisfaction as a feeling of contentment an employee derives from his/her job which compels him/her to develop positive attitudes towards the job. Job satisfaction describes a feeling that is positive as it relates to job, which is a function of an evaluation of its characteristics. An employee person with a high level of job satisfaction tends to hold positive feelings about his or her job, while an unsatisfied person holds negative feelings.

Relationship between job satisfaction and organisational commitment

Several empirical studies have examined the relationship between job satisfaction and organizational commitment. For instance, recent studies in Nigeria abound on the issues relating to job satisfaction; Omolase, Seidu, Omolase & Agborugbe (2010) aimed to assess job satisfaction amongst Nigerian ophthalmologists. The study was conducted during the annual congress of the ophthalmological Society of Nigeria in September 2008. One hundred and ten ophthalmologists were selected by simple random sampling and asked to complete a structured questionnaire. The response rate was 73%. The resulting sample comprised of 48 consultants (60%), four diplomats (5%), and 28 residents (35%). Most respondents 62 (78.5%) were satisfied with their job as ophthalmologists and 17 (21.5%) were not satisfied. Only 12 (15.4%) were satisfied with their remuneration and 42 (53.2%) were satisfied with their skill. Most respondents (75.6%) expressed readiness to pursue a career in ophthalmology if they were to make a choice again. The study concluded that most respondents were satisfied with their job, but only minorities were satisfied with remuneration.

In addition, Adekola (2012) investigated the impact of organizational commitment on job satisfaction among the employees at Nigerian Universities. Data were collected from 150 employees consisting of academic and administrative and technical staff from both public and private Universities. The results revealed that employees in both public Universities have greater degree of organizational commitment in comparison to private Universities. Also, job satisfaction increases or decreases based on increase or decrease in organizational commitment. Obtained results were in the line of the hypotheses. In terms of organizational commitment; a significant difference was noticed between Public and Private Universities. Against expectation, employees of public Universities exhibited higher degree of organizational commitment as compared to those of Private universities. Most importantly, organizational commitment is being proven as the catalyst for enhancing job satisfaction level of employees.

More so, Oyewobi, Suleiman & Muhammad-Jamil (2012) studied job satisfaction and job commitment among quantity surveyors in Nigerian Public Service. Primary data were sourced through survey of quantity surveyors in various ministries and parastatals by adopting job satisfaction questionnaires used by previous researchers to elicit information under the two headings for general satisfaction scale to indicate their satisfaction or dissatisfaction with researchers' variables along a five-point scale. The data were subjected to descriptive statistics. The researchers revealed that quantity surveyors in the public service are more satisfied with their job when adequate recognition is given and opportunities for advancement are encouraged. The result of the correlation also showed that strong positive relationship existed between adequate recognition opportunities and feeling of accomplishment derived from the job with the R-value of 85%. Among all these studies in Nigeria, only few have relatedness. In a similar study, Tella, Ayeni & Popoola (2007) investigated the relationship among work motivation, job satisfaction and organisational commitment among 200 library personnel in Academic and Research Libraries in Oyo State,

Nigeria. The findings of this study revealed that both perceived work motivation and job satisfaction were significant predictors of organizational commitment.

In Nigeria, most studies have critically examined and analyzed the effect of job satisfaction on organisational commitment in the private sector but failed to examine and also analyze how job satisfaction affect organisational commitment in the public sector especially local government as an institution of government. Hence, there is need to investigate employees job-outcome as predictors of organisational commitment among workers/staff of Abuja Municipal Area Council, in Abuja, Nigeria. As this study, will further be guided by the following research questions:

Research Questions

Based on the extant empirical review of relevant studies, the following research questions were structured for the present study:

1. What is the significant difference between high and level job satisfaction on organisational commitment?
2. To what extent is male and female employees differs significantly on organisational commitment among local government employees of AMAC, Abuja, Nigeria?
3. What is the significant joint and independent prediction of marital status, length of service and educational qualification on organisational commitment among local government employees of AMAC, Abuja, Nigeria?

Hypotheses

Following hypotheses are drawn after reviewing the previous research finding:

1. There will be a significant difference between high and low job satisfaction on organizational commitment among local government employees of AMAC, Abuja, Nigeria.
2. There will be a statistically significant gender difference on organizational commitment among local government employees of AMAC, Abuja, Nigeria.
3. Marital status, length of service and educational qualification will independently and jointly predict organizational commitment among local government employees of AMAC, Abuja, Nigeria.

Significant of the study

The findings of the study be useful to employers of labour especially in the service sectors organization. Finding result, will unveil the effect of employees job outcome of job satisfaction on organizational commitment. It will also be used to the management as well as the supervisor of labour as it will expose what organizational commitment has to do with job satisfaction. Further, this present study will serve as a valuable contribution to the present body of knowledge in the role of organisational commitment as it influences workers behaviour in Nigerian. Specifically, this study shall

add to the existing body of research information on the influence of organizational commitment on employee job satisfaction and job performance. In conclusion, the study will suggest avenues for further research.

Methodology

Design: This study adopted a survey research design of an ex-post-facto type. This is so, because the researcher did not manipulate the variables in this study; but just observed and collects the necessary data needed for the study in order to draw inferences about these variables. A total of 210 respondents were selected for the study using stratified proportionate random sampling techniques. The respondents were selected from five departments' in Abuja Municipal Area Council (AMAC) Abuja; using stratified sampling technique as to ensure ease of representation. However, a total of 210 questionnaire were administered to the respondents with the assistance of a research assistant. Out of which, 200 were returned. In the process of screening, 190 of the questionnaires were found useful for analysis which gave a response rate of 87%. Participant characteristics revealed that, 101 (53.2%) are males, while 89 (47.2%) are females. As regard level of education, 37 (19.5%) of the respondent has a Ph.D/M.Sc, 100 (52.6%) hold B.Sc/HND. While, 41 (21.5%) have OND/NCE, and 12 (6.3%) have SSCE/Primary education. In addition, 38 (20%) are single, while 144 (75.7%) are married, and 8 (4.2%) are divorced. With respect to family type, 150 (78.9%) were from monogamy family, 35 (18.4%) were from polygamy, and 5 (2.6%) were from single parent. For length of service,, which as ranges as follows: 5-15yrs were 12 (6.3%), while 16-21yrs are 40 (21.1%), and 22 and above, were 138 (72.6%). The instrument for the collection of data was in form of standardized questionnaires, which consists of demographic data of, age, gender, marital status, educational level, and religion. While, the researcher adopted Allen & Meyer (1990) organizational commitment scale. The affective, continuance, and normative organizational commitment scales included in this study each comprised six items (Allen & Meyer, 1990). Responses to these items were recorded on 5-point scales (1=strongly disagree and 5=strongly agree). The reliability coefficient of the instrument was re-established when it was administered on 50 sample; with the result yielded $r=0.71$ via test-retest reliability method of 2 weeks interval. This figure is in agreement with the declaration by Kentz (1977) that a high reliability value of 0.70 and above shows that a test is reliable. The job satisfaction was measured on Minnesota Satisfaction Questionnaire (MSQ), – Weiss, Dawis, England & Lofquist (1967). This 20-item inventory was designed to measure the extent to which employees derive fulfilment from their job environment. MSQ was measured on a 5-point scale (1 = very dissatisfied; 5 = very satisfied). Sample item included: "The working conditions". Weiss et al. (1967) reported a one-week test re-test reliability coefficient of .89 for the scale. In the present study, we obtained a Cronbach's alpha of .87. Finally, multiple regression and one-way ANOVA statistics were employed to analyse the data. All hypotheses were tested at the 0.05 level of significance.

Results

The first hypothesis stated that there will be a significant difference between employees with high level of job satisfaction and low level of job satisfaction on organizational commitment was tested using t-test for independent samples and the result presented in table 1.

	Job satisfaction	N	\bar{X}	SD	df	t	p
Organisational Commitment	Low	65	74.13	17.37	198	-4.63	<.005
	High	125	85.60	16.15			

$p < .005$

The result from the above shows that employees with high level of job satisfaction ($M=85.60$, $S.D=16.15$) significantly reported higher score on organizational commitment compare to their counterparts employees of low level of job satisfaction ($M=74.13$, $S.D=17.37$). The mean difference was found to be statistically significant. This implies that there was a statistically significant difference between high and low employees of job satisfaction on organizational commitment ($t(198) = -4.63$, $df=198$; $p < 0.05$). Hence, hypothesis one is confirmed.

The second hypothesis states that there will be a statistically significant gender difference on organizational commitment was analysed utilizing t-test for independent samples and the result presented in table 2

Table 2: Summary table of independent sample t -test showing difference between male and females score on organisational commitment.

	Gender	N	\bar{X}	SD	df	t	p
Organisational commitment	Male	101	86.37	15.14	198	4.732	<.005
	Female	89	74.98	18.21			

$p < .005$

From the above result, it shows that gender had significant influence on organizational commitment ($t(198) = 4.73$, $df=198$; $p < 0.01$). This means that male employees ($M=86.37$, $S.D=15.14$) exhibited higher organisational commitment than female employees ($M=74.98$, $S.D=18.21$). Hence, the result confirmed the stated hypothesis and it is accepted in this study.

Hypothesis three which posited that marital status, length of service and educational qualification will independently and jointly predict organizational commitment was tested using multiple regression analysis and result is presented in table 3

Table 3: Summary table of Multiple Regression Analysis showing the influence of marital status, length of service and educational qualification on organizational commitment among employees of AMAC

Predictors	β	t	Sig	R	R ²	F-ratio	p
Marital status	-0.250	-2.403	<.05				
Length of service	0.405	3.528	<.05	0.456	0.208	7.369	<.05
Educational qualification	-0.145	-3.820	<.05				

*p<.05, **p<.01

The findings above indicates that there was significant joint influence of marital status, length of service and educational qualification on organisational commitment {F (3, 84) = 7.369, R² = .208, p < .01}, with the variables accounting for 21% of the variance in organisational commitment. The result also demonstrated that independently, marital status ($\beta = -0.25$, $t = -2.40$, $p < .05$), and length of service ($\beta = 0.41$, $t = 3.51$, $p < .05$), while educational qualification ($\beta = -0.15$, $t = -3.82$, $p < .05$) were significant independent predictors of organisational commitment. Based on the results, the hypothesis was confirmed.

Discussion

The present study has been able to contribute to knowledge on the role of employees' job-outcome as predictors of organisational commitment among staff/employees of local government in Nigeria. From the hypothesis postulated to guide this study, the first hypothesis result revealed that there was significant difference between employees of high and low job satisfaction on organizational commitment. The probable explanation could be or suggests that higher level of satisfaction is seen as one of the determinants of organizational commitment, which thus expected that highly satisfied workers are more committed to the organization. This is in line with the findings of Smith (1992) who stated that job satisfaction can lead to cost reduction and better quality of life as well as better physical health, and thus potentially greater performance and productivity. Similarly, result corroborates other findings that highly satisfied employees take pride in organisational membership, believe in the goals and values of the organisation, and therefore display higher levels of performance and productivity (Steinhaus & Perry, 1996). On the contrary, the findings did not agree with the other research findings Hudson & Sullivan (2002) who submit that job satisfaction may not necessarily translate in higher organisational commitment owing to certain critical factors, such as differences in personal characteristics, and job-attitude, as well as differences in individuals' values and needs they bring to their jobs, which may be determined by how well outcomes meet or exceed expectation.

With respect to the second hypothesis, which result shows that there was significant gender difference with respect to organizational commitment. This implies that male employees are more committed to their job than female employees. The hypothesis was therefore confirmed. The findings supports Kumasey, Delle, & Ofei (2014) that men were more committed when compared to women, especially in an organisation with the masculine orientation. In the same vein, Aydin, Sarier and Uysal (2011), and

Jena (2015) found that men have stronger organisational commitment than women. Result further agrees with Aydin et al. (2011) who submit that, being a mother is more important than work for the women, and that they quit an employment or stay away from office more often. More so, claimed that the effects of gender on organisational commitment are in favour of men. Conversely, the present results contradicted other research findings Hungan (1999) who found that male and female workers did not differ significantly on job commitment. Also, in a related findings Igbaria & Siegel (1992) who noted that women were able as men when given similar work exposure and commitment. This further contrast to the result of a study conducted by Al-Ajmi (2006) that there was no significant relationship between genders and organisational commitment. As such, organisational commitment is not affected by gender across organizational settings (Ellemers et al., 1998; Ahmad & Abubakar, 2003).

In line with hypothesis three which posited that marital status, length of service and educational qualification jointly and independently predicted organizational commitment among employees. The result findings probably shows that irrespective of personal characteristics, commitment to one organisation is sacrosanct, and of course very paramount. In addition to the present result, workers express variety of attitudes related to the factors of organizational commitment due to their demographic diversities, such that demographic factors play an important role in keeping the relationships between the research variables. This further support the position of other findings that organizational commitment is the strong point of the sentiment of dependability that an employee possesses towards the mission of the educational institution (Saifuddin & Nawaz, 2012); and with high degree of organizational commitment would go ahead to higher degree of performance and efficiency at both the individual and the organizational level. With regards to marital status, an explanation for this finding might be that married workers rather than single workers have more family responsibilities to cater for that require financial support. As such, they are more committed to the organization. Specifically, these results are consistent with a number of previous studies on demographic factors to be significantly related to organizational commitment (Morrow, 1993; Wiedmer, 2006).

Limitations of the Study

Despite the cross-cultural knowledge proffered by this study on the antecedents of employee's organisational commitment, caution in interpreting the result is warranted since there are limitations in the study's findings. First, this study was unable to relatively balance the samples across the independent variables especially those of marital status and gender of the participants. This may have influenced the results thereby making the study's generalization prone to errors. Secondly, the negative attitudes exhibited by employees of AMAC towards behavioural surveys leaves the future of behavioural research in Nigeria in danger. Most employees who were approached showed aversion towards the researchers' intentions. This really affected the intended sample for the study. Also, this study was unable to include several antecedents of organisational commitment as part of the independent variables. Some identified antecedent in Western studies not included in this study include

retention factors, work-life policies, alternative job opportunity, employee-leader relations, employee perception of organisation, career stage, career opportunity, corporate culture, organisational values, turnover intentions among others. Finally, generalization of results in this study across Nigeria may be biased as participants were predominantly Hausas and residing mainly in Abuja.

Implications for Further Studies

With increasing interest in the activities of Local Government in Nigeria, future research on organisational psychology should focus more on this sector. This is because evidence on the relevance of Local Government in the development of the Nation's industrial base abound. Also, future studies should try to replicate this study in other sectors of the Nigerian industrial/organisational base. This would increase the generalizability of the results. Furthermore, efforts should be made in future studies to use heterogeneous samples (i.e. people of different tribes and residents in Nigeria) as this would increase the generalizability of studies. Finally, more antecedents of organisational commitment and job satisfaction should be included in such studies as there are several others yet to be studied in Nigeria. Examples of these include alternative job opportunity, employee-leader relations, employee perception of organisation, career stage, corporate culture, turnover intentions among others.

Conclusion and Recommendations

This study examined the role of demographic factors and job outcome as predictors of organizational commitment among local government employees in Nigeria. Three hypotheses were tested, and fully supported and therefore accepted. In view of these findings, the following lines of conclusion were drawn: employees with high job satisfaction are more committed to their job than those with low level of job satisfaction; male employees are more committed to their job than female employees. Therefore there is significant influence of gender on organizational commitment; while, all predictor variables (marital status, length of service and educational qualification) independently and jointly predicted organizational commitment among employees. In this light, this clearly indicates that personal characteristics and employee's job-attitude are important predictors of organisational commitment. To this end, therefore, it is recommended that management should ensure that employees personal factors and job-attitude, as well as the factors in the organisational commitment are adequately manage to enhance employee's commitment and satisfaction.

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