

PREDICTORS OF AFFECTIVE ORGANIZATIONAL COMMITMENT AMONG CIVIL SERVICE EMPLOYEES IN NASARAWA STATE

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Abstract

This paper investigated the predictors of affective organizational commitment among civil service employees of Nasarawa State. A total of 293 participants took part in the study by fully returning their questionnaires. There were 225 males (76.8%) and 68 females (23.2%) their mean ages and standard deviation were (37.63 and SD of 9.14) Government agencies were sampled in a cross-sectional survey. A structure questionnaire made up of three scales was used in data collection. Pearson r correlation and multiple regression analysis were used in analyzing the data. Three hypotheses were tested. It was found that perceived organizational support significantly predicts affective organizational commitment among employees, while perceived autonomy and perceived fairness (procedural justice) did not predict affective organizational commitment among employees. The result found that only organizational support significantly predicted affective organizational commitment. This paper concluded that commitment to ones organization can be achieved if the right motivational strategies are made available to workers through incentives and organizational support.

Key words: Organizational support, perceived Autonomy, Fairness and Affective Organizational Commitment

Introduction

Interest in the study of organizational commitment has been on a steady increase. Organizational as a work place construct has received attention by organizational researchers and theorist mainly because of the work related outcomes associated with it such as job satisfaction, performance and attendance or even employee turnover. Organizational researchers have devoted much attention to the matter of identifying the predictors of organizational commitment not merely to produce commitment as an end itself, but as a means of linking organizational outcomes such as improved attendance and performance (Mottaz, 1988) and minimized employee turnover (Feinstein, 2001).

Affective organizational commitment represents the individual's emotional attachment to the organization. According to Meyer and Allen (1997, p 11) Affective commitment is "the employee's emotional attachment to, identification with, and involvement in the organization". Organizational members, who are committed to an organization on an affective basis, continue working for the organization because they want to (Meyer & Allen, 1991). Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck & Wilson, 2000).

Employee's Affective commitment which means employee's emotional bond to their organization has been considered an important determinant of dedication and loyalty. Affectively committed employees are seen as having a sense of belonging and identification that increase their involvement in organization's activities, their willingness to pursue organizational goals, and their desire to remain with the organization (Meyer and Allen, 1991). It can also be view as an organizational

member's psychological attachment to the organization. With the organization and zealously work towards organizational goals. However, an employee who have high level of affective commitment, enjoy his relationship with the organization will likely to stay with the organization because he or she want to stay with the organization particularly when he or she perceived organizational support, autonomy and fairness(procedural justice).

Perceived organization support means care and respect that employee received from his organization. It is the perceptions of, access to and involvement with organizational practices which seems to affect an individual's level of affective commitment Allen D.G & Shamock, 2013).

Perceived autonomy refers to employees' freedom to act independently and to make various works –related decisions with respect to the performance of their jobs roles or task. Autonomy is the degree to which employees is at liberty, providing free hand and choice to the individual in scheduling the work and also defining the means to achieve the task (Brey, 1999). It is also seen as the choice of freedom inborn in the job to perform numerous tasks. Autonomy includes to making free choices from conditions observation and also interaction with the supervisor.

Perceive fairness is the administration of civil service rules and regulations, procedures, and the service's resources in a just manner. It is the fairness of procedures that are use to determine outcomes and is closely associated with the structural features of decision making that facilitate employees voice, appropriateness of criteria, and accuracy of information used to make decisions (Colquitt, 2001).

Statement of the problem

Today, among the problem facing affective organizational commitment in many work organizations is the seeming inability of organizations to provide support to its employees in order to get them more committed to their work for development of organizational goals and objectives. This is because government work organizations, especially the Civil Service are characterized by low productivity. While employees complain about non-challant attitude of government to their plight, the government on the other hand decries the low productivity as lack of commitment from her employers. This bulk-passing and trading of blame between government and employees have become a problem that this study seek investigates and fill in the gap on whom actually among them needed to show more level of commitment.

Objectives

The study seek to investigates the following

1. To determine the relationship between perceived organizational support and affective organizational commitment
2. To identify the contributions of perceived autonomy in predicting employees affective organizational commitment.
3. To examine the impact of perceived autonomy on affective organizational commitment among employees.

Scope of the study

The study is limited to the employees of government ministries, agencies, cabinets' office and parastatals who are employment of Nasarawa State Government.

Theoretical framework

Social Exchange Theory

The concept of social exchange in conjunction with the concept of Norm of Reciprocity (Gouldner 1960) have long been used by organizational researchers to have describe the motivational basis behind employee behavior and the formation of positive employee attitudes (e. g Etzioni, 1961; Levinson, 1965,).Following in these footsteps , these concepts have since the last two and a half decades been used to study why individuals exposes loyalty to organization (Huntinglon, & sowa, 1981) and engage in behaviors' that typically are neither formally rewarded nor contractually enforceable, (organ 1988; Rousseau, 1989).Social exchange interpretations of employer – employee relationships, maintain that workers trade efforts and loyalty to their organization for such tangible incentives like pay and infringe benefits as well as social support and caring (Mowday, Porter, & Steer 1982). Again Xiu-Ru, Yu-Li & Shu-Xian (2004) has pointed out that employees may be more motivated to put in efforts if the organizational environment is not supportive.

Norm of reciprocity and organizational commitment

This according to Levinson (1965) focuses attention on the relationship between man and the organization in which he works explain the psychological meaning of organization to man and vice-versa. It therefore provides the basis for better psychological understanding of moral and motivation studies of training and leadership problems of job performance. This is a psychological attitudes rooted in exchange relations between two parties that is mutually beneficial to both parties in the exchange relationship. As employees commit their loyalty to the organization, they expect reciprocation benefits in return and vice-versa. This exchange means that workers effort and loyalty to their organization for such tangible incentives like pay and fringe benefits as well as social support and caring (Gould, 1979; Mowday, porter & Steers, 1982).

Transference and organizational commitment

The concept of transference is another psychological phenomenon that explains man-organizational relationship. Although an organization is created as a legal fiction which meets certain requirement and has certain capacities, Drunker, (1954) argues that it has no life of its own apart from people. It (organization) cannot therefore relate to people. One can speak of man- organizational relationship first, because phenomena with typical features of transferences can be observed; and acts as agents of the organization. Transference means unconsciously bringing past attitudes, impulses, wishes, and expectations (particularly those usually experienced toward powerful parental figures), in to present situations (Freud, 1912).

Hypotheses

The study hypotheses are as follows

1. There will be statistical relationship between perceived organizational support and affective organizational commitment among employees of Nasarawa State Civil Service.
2. Perceived autonomy will have significant impact on affective organizational commitment among employees.
3. Perceived fairness will have significant impact on employees affective organizational commitment.

Method

Participants

Participants were Civil servants drew from various government ministries and agencies, with the total participants of 293. They consist of two hundred and twenty -

five (225) males and sixty-eight (68) females with their age's ranges from 18 to 60 years. They were chosen through a systematic sampling method. Thus, a staff list was used and starting at the arbitrary point (name), every tenth male's employees were chosen for the study until 225 males had been selected. The same approach was used to select 68 females.

Instruments

The instrument in this study consists of a composite questionnaire that is divided in to three main subsections, namely A, B, C.

Section A taps information from respondents on the dependent variables, affective organizational commitment (AOC). Using Affective Organizational Scale developed by Allen and Meyer (1990). The scale has 9 items, and reliability (cronbach alpha) coefficient of 0.85. In this study, it was found to have a reliability coefficient (cronbach alpha of 56).

Section B consists of subscale that measures organizational support. The scale was developed by Wiesenberger (1986), and was reported to have a reliability coefficient of 0.75.

This section also measured Autonomy and Fairness using items that was developed by Hawkins (1998) and were reported by the author to have a reliability of 0.56.

Procedure

Questionnaires were distributed to participants through their heads of department or heads of units. After sampling their names on the staff lists, those systematically and randomly selected were given questionnaire to fill in and return same to their heads of departments or heads of units respectively. The researcher then collected the completed questionnaires from the heads of respective department/heads of the participants. This arrangement was to ease administrative convenient. The retrieved data were analyzed in SPSS , using Pearson r correlation and multiple regression as a statistical choice.

Result

The results of data analysis and corresponding interpretation are presented below:

Hypotheses 1:

There will be a significant relationship between perceived organizational support (POS) and affective organizational commitment (AOC) of employees of Nasarawa State Civil Service.

To test this hypothesis, the Pearson r correlation was used to analyze the data. The result is presented in table 1

Table 1: Pearson r correlation showing the relationship between perceived organizational support and affective organization commitment.

Variables	N	R	df	Sign level	Remark
POS	214	0.229	212	.01	Significant
AOC	214				

*correlation significant at two-tailed [$r(df=0.229;p=.01,2tailed]$

Result from above table 1 shows that there is a significant relationship (positive) between perceived organizational support and affective organizational commitment [$r(df=212) =0.229;P==.01,2tailed]$.

Hypothesis II: Perceived autonomy will have significant impact on affective organizational commitment.

Multiple Regressions was used to test this hypothesis; the result is presented in table 2 below

Table 2: Multiple regression showing the impact of autonomy on affective organizational commitment.

Variables	Standardized beta	t	p	Remark
Autonomy	-0.033	-0.436	.636	Not sig
AOC				

The result from table 2 above shows that autonomy does not have significantly impact on employees' affective organizational commitment ($t = -0.436; P = .663$). standardized (B) shows that autonomy contributed only about 3.3% in predicting employees affective organizational commitment.

Hypothesis III: Perceived fairness (procedural justice) will significantly impact on affective organizational commitment.

Table3: Multiple regression showing perceived fairness the impact on affective organizational commitment.

Variables	Standardized beta	t	P	Remark
Perceived fairness	0.114	1.533	.127	Not sig
AOC				

Table above table 3, indicates that the hypothesis is thereby not confirmed. The result shows perceived fairness did not have a significant impact in predicting employees affective organizational commitment. ($t = 1.533; P = .127$). Here also perceived fairness contributed only about 11.4% in predicting employee's affective organizational commitment.

Discussion

This study investigated the predictors of affective organizational commitment among civil service employees of Nasarawa State. The first hypothesis which states that there will be significant relationship between perceived organizational support and affective organizational commitment was confirmed with result in table 1, showing perceived organizational commitment (AOC). This result supports the arguments of Huntington, Hutchison and sowa (1986) and organ (1988) that when employees perceived that their inputs are not considered by the organization, they will be zealous to contribute more for achievement of organizational growth. This also supported by Xiu-Ru, Yu-li & Shu-XIAN (2004) which pointed out that employees may not be motivated to put in extra effort if the organizational environment supportive that is, the type of organizational commitment that exists in any organization determines whether the employees will engage in AOC or Not. Also second and third hypotheses which states that perceived autonomy and perceived fairness will significantly impact affective organizational commitment have differently not confirmed. As the result shows in tables 2 and 3 not significant by contributed 3.3% for perceived autonomy and 11.4% for perceived fairness respectively. These findings were not supported by Moorman, Niehoff, and organ (1993) which found significant positive impact of autonomy and

fairness in affective organizational commitment. Base on the findings and testing of hypothesis, the results supported only one hypothesis.

Conclusion and Recommendation

Going by these findings, it was seen that perceived organizational support has significant influence on workers affective organizational commitment. It was therefore concluded that organizations that want a committed workforce should support their employees. This will enhance a willing commitment by the employees to their organizations. Based on this, the study recommends that Government at all levels should put in place deliberate policies and structures to support her employees, this will enhance continue commitment Also Civil service procedures and regulations should be workers friendly and be implemented without bias. And Government should support workers welfare schemes in various levels of government.

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