

JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AMONG BANK EMPLOYEES IN BENIN CITY

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Abstract

Job satisfaction and organizational commitment are desirable work-related attitudes that guarantee favourable organizational outcomes. While many studies have established a link between job satisfaction and organizational commitment, empirical validation of these constructs in the Nigerian banking industry is necessary. A correlation research design was used to investigate the relationship between job satisfaction and three-dimensional constructs of organisational commitment. The dimensional constructs of organizational commitment investigated are affective, continuance and normative commitment. Questionnaire items, which were adapted from Macdonald and MacIntyre (1997) and Meyer, Allen and Smith (1993) were used to measure job satisfaction and the organizational commitment dimensions of affective, continuance and normative commitment respectively. Questionnaires were distributed to one hundred respondents who were conveniently selected for the study, out of which seventy-eight questionnaires were returned and found valid for data analysis. The data generated from the structured questionnaire were analyzed using percentages, mean and multiple regression analysis. Findings indicated that there is a significant positive relationship between affective commitment and job satisfaction. However, the study found that job satisfaction does not have any significant relationship with continuance and normative commitment. The study recommended that Nigerian banks should ensure high levels of commitment among employees through the implementation of an attractive incentive system, and a high level of trust between management and employees. It was also recommended that Nigerian banks should enhance work situational factors such as job security, promotion opportunities and general working conditions of their workforce.

Keywords: Affective commitment, continuance commitment, job satisfaction, normative commitment, organizational commitment.

Introduction

Organizational growth, survival and competitiveness are predicated on the efficient and effective utilization of organizational resources. This is against the backdrop of intense competition and volatility in the marketplace. To remain relevant and competitive, modern organizations must deploy their

most strategic resources to effective and efficient use. The human resource of any organization is an important and valuable organizational resources that must be put to efficient and effective use if organizational goals and objectives are to be attained. Yet, the effectiveness of the human resource of any organization is a function of the level of commitment employees put into assigned job tasks and responsibilities. Organizational commitment is a key work attitude that guarantees the attainment of business goals and is explained as the extent to which employees identifies with the goals and aspirations of their organization (Ebraze, Rabbanikhah, Manafi & Moradi, 2019). The important role organizational commitment plays in ensuring desirable organizational outcomes cannot be overemphasized. Over the past decades, the topic of organizational commitment has generated a lot of research interests in the field of organizational behaviour (Albdour & Altarawneh, 2014). This is expected given its several benefits to organizations which include lowered labour turnover and absenteeism, enhanced employees' job performance, and the likelihood that employees would exhibit highly desirable work behaviour such as organizational citizenship behaviour (Kunle, Oshinaike & Ibrahim, 2016; Riketta, 2002). Consequently, the construct, organizational commitment and its possible antecedents have been extensively researched in the field of organizational behaviour (Meyer, Stanley, Herscovitch & Topolnysky, 2002; Meyer & Herscovitch, 2001).

Job satisfaction is a widely researched and popular topic in management and organizational behaviour literature. Locke (1976:1300) defined job satisfaction as "complex emotional reactions to job". Becker (1960) opined that job satisfaction plays an important role in the psychological, physical and general wellbeing of employees at the workplace. Numerous studies linked job satisfaction closely with employee motivation, organizational citizenship behaviour (OCB), labour turnover rates, retention and organizational commitment (Hanaysha & Tahir, 2016; Albdour & Altarawneh, 2014; Organ & Ryan, 1995). Hanaysha & Tahir (2016:273) stated that "satisfied workers tend to show positive attitude in their work and are likely to be more productive". Jahangir, Akbar and Haq (2004) observed that employees who experience satisfaction with their jobs are less likely to leave their organizations, unlike employees who derive little or no satisfaction from their jobs. Past studies have shown that job satisfaction correlates significantly with organizational commitment (Ebraze *et al.*, 2019; Govendera & Grobler, 2017; Kunle *et al.*, 2016; Azeem & Akhtar, 2014).

For decades, the commitment of the average Nigerian bank worker has been battered significantly arising from incessant layoffs, downsizing and

rightsizing of workers in the industry. Workers whose jobs were terminated after every layoff exercise would most likely feel let down by their banks, while those that remain might feel frightened and begin to reconsider their commitment to their banks. While organizational commitment and job satisfaction remain desirable employee attributes in the workplace, the increasing spate of layoff in the Nigerian banking industry call to question the extent to which employees derive satisfaction from their jobs and their willingness to exert some level of commitment towards the attainment of organizational goals. Whereas studies have established a relationship between job satisfaction and organizational commitment (Ebrazee *et al.*, 2019; Mohapatra, Satpathy & Patnaik, 2019; Govendera & Grobler, 2017; Kunle *et al.*, 2016; Khan & Jan, 2015; Azeem & Akhtar, 2014; Jonathan, Darroux & Massele, 2013), few (if any) study had investigated the relationship between these constructs in banks in Benin City, Nigeria.

Objectives of the Study

The general aim of this study is to examine the link between job satisfaction and organizational commitment among bank employees in Benin City. The specific objectives are to:

- i Ascertain the relationship between job satisfaction and affective commitment among bank employees in Benin City.
- ii Determine the relationship between job satisfaction and continuance commitment among bank employees in Benin City.
- iii Find out the relationship between job satisfaction and normative commitment among bank employees in Benin City.

Research Hypotheses

The following hypotheses which were stated in the null form were tested in the study.

- H₁: There is no relationship between affective commitment and job satisfaction.
- H₂: There is no relationship between continuance commitment and job satisfaction.
- H₃: There is no relationship between normative commitment and job satisfaction.

Literature Review

Organizational Commitment

The concept of organizational commitment is entrenched in scholarly works of Meyer and Allen (1991); Becker (1960); Porter, Steers and Mowday (1974); O'Reilly and Chatman (1986). Organizational commitment is conceptualized as the readiness of organizational members to identify with the aspirations of the organization and retain organizational membership for a long time to come (Robbins & Judge, 2009). Porter *et al.* (1974:604) defined organizational commitment as the “strength of an individual's identification with and involvement in a particular organization”. Allen and Meyer (1996) see organizational commitment as a psychological bond between organizational participants and his or her organization that guarantees the organization will retain the membership of the employee for some time to come. Organizational commitment is generally characterized by least three factors and they are: (a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; (c) a definite desire to maintain organizational membership (Porter *et al.*, 1974). Porter, Mowday and Steer (1979) posited that organizational members who exhibit a high level of organizational commitment would exert appreciable effort in actualizing organizational goals and objectives. In a similar vein, this category of employees would be more predisposed to remain with their organizations than employees with a low level of commitment (Khan & Jan, 2015; Porter *et al.*, 1974). The resultant outcome of organizational commitment includes increased organizational citizenship behaviour, lowered turnover intentions and improved workers' job performance and productivity level (Drenth, 2009).

Types of Organizational Commitment

Three types of organizational commitment exist in the extant literature. They are affective, continuance and normative commitment (Allen & Meyer, 1990; Porter *et al.*, 1979; Porter *et al.*, 1974).

Affective Commitment

Affective (or attitudinal) commitment is “the relative strength of an individual's identification with involvement in a particular organization” (Porter *et al.*, 1979:226). It reflects an employee's positive emotional attachment to the organization (Allen & Meyer, 1996). Riketta (2002) opined

that an attachment and identification with organizational goals are an impetus for organizational members to work harder and help the organization actualize its goals.

Continuance Commitment

Meyer and Allen (1984:375) defined continuance commitment as "the extent to which employees feel committed to their organizations by virtue of the costs that they feel are associated with leaving". Allen and Meyer (1996:253) affirmed that "employees with strong commitment remain with their organization because they have to do so". Organizational participants exhibit continuance commitment due to fear of the unknown, losing out on some privileges, coupled with the state of unemployment.

Normative Commitment

Normative commitment refers to "commitment based on a sense of obligation to the organization" (Allen & Meyer, 1996: 253). Robbins and Judge (2009:114) defined normative commitment as "an obligation to remain with the organization for moral or ethical reasons". Organizational members who exhibit normative commitment have the belief that they have a moral obligation to remain with their organization (Allen & Meyer, 1996).

Job Satisfaction

Job satisfaction is an extensively researched topic in management and organizational behaviour literature (Ćulibrk, Delić, Mitrović & Ćulibrk, 2018). It is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Locke, 1976:1300). Locke (1969: 314) sees job satisfaction as "complex emotional reactions to the job". These definitions suggest that job satisfaction is optimistic feelings employees have about their jobs which must be consistent with their expectations of the job. Past studies linked job satisfaction or dissatisfaction with important organizational and individual outcomes such as employee job performance, organizational productivity, job stress, psychological distress, labour turnover, citizenship behaviour, and absenteeism (Spector, 1997; Becker, 1960). Robbins, Judge and Vohra (2011) postulated that satisfied employees are more predisposed to exhibit helpful workplace behaviour and less likely to engage in deviant workplace behaviour that is incongruent with the organizational philosophy and hence detrimental to co-workers and the organization wellbeing. Vaara & Monin (2010) argued that employees with a

high level of job satisfaction are the ones that are most likely to experience feelings of joy and happiness which are vital emotional feeling that increases healthy life and wellbeing which is critical to reducing stress, absenteeism, and chronic turnover and increase productivity which, in turn, could translate into higher customer's satisfaction, loyalty and increased revenues. Numerous determinants of job satisfaction have been established in literature such as the work itself, communication, fringe benefits, opportunities for promotion, relationship with co-workers and supervisors, the nature of work (Akhimien & Kadiri, 2017). A host of studies established a relationship between job satisfaction and organizational commitment (Kunle *et al.*, 2016; Khan & Jan, 2015; Azeem & Akhtar, 2014; Fu & Deshpande, 2014; Jonathan *et al.*, 2013; Eslami & Gharakhani, 2012). Similar studies revealed that job satisfaction is positively associated with at least one organizational commitment dimension of affective, continuance or normative commitment (Mohapatra *et al.*, 2019; Govendera & Grobler, 2017).

Methodology

A correlational research design was adopted for this study. The population of the study comprised bank employees in Benin City, Edo State, Nigeria. Based on convenience sampling technique, one hundred respondents were selected across nine banks operating within the University of Benin environs. The banks are Unity Bank Plc, GT bank Plc, Keystone Bank Plc, Wema Bank Plc, Fidelity Bank Plc, Stanbic Bank Plc, Zenith Bank Plc, Access Bank Plc, and First Bank plc. Job satisfaction was measured with Macdonald and MacIntyre (1997) 10-items Job Satisfaction Scale. The Cronbach's Alpha reliability for this scale was 0.77 (Macdonald & MacIntyre, 1997). Meyer, Allen and Smith (1993) 18-items scale was used to measure the organizational commitment dimensions of affective, normative and continuance commitment. All items on the scales were measured on five-point Likert scale ranging from 5 = strongly agree to 1 = strongly disagree. The IBM Statistics SPSS 22.0 was utilized in the data analysis. First, descriptive statistical analysis was performed on all variable items. Thereafter, correlation analysis was performed to determine whether a linear relationship exists between the independent variables and the dependent variable. Based on the result of the correlation analysis, regression analysis was done to evaluate the functional relationships that exist between the study variables.

Results and Discussions

Descriptive Statistics of Respondents

One hundred (100) copies of the questionnaires were distributed to respondents using convenience sampling method. Out of this number, seventy-eight (78) questionnaires representing 78.0% of the total number of questionnaires administered were returned and found valid for data analysis.

Table 1: Demographic Characteristics of Respondents

S/n	Variables	% Response	
		No.	%
1	Age		
	30yrs and below	36	46.2
	31-40yrs	36	46.2
	41-50yrs	6	7.6
	51yrs and above	-	0.0
	Total	78	100
2	Gender		
	Male	30	43.5
	Female	39	56.5
	Total	69*	100.0
3	Tenure in Organization		
	5yrs and below	39	52.0
	5-10yrs	30	40.0
	11yrs and above	6	8.0
	Total	75*	100.0
4	Level in Organization		
	Low	30	40.0
	Middle	39	52.0
	Top	6	8.0
	Total	75*	100.0
5	Educational Qualification		
	NCE/OND	6	7.7
	HND/BSc	48	61.5
	MSc/MBA	24	30.8
	Total	78	100.0

Source: Field Survey

**Please note that the difference in the figure represents a missing response*

Table 1 indicates that the majority of the respondents are between the ages of 30 years and below, and 31 years and 40 years. This category of respondents accounted for 46.2% apiece for ages of 30 years and below, and 31 years and 40 years respectively of the total respondents. 7.7% of the respondents were between the ages of 41 years and 50 years. In terms of the gender of the respondents, Table 1 shows that the majority of the respondents were females. This category of respondents accounted for 56.5% of the total respondents, while 43.2% of the respondents were males. Table 1 reveals that the majority of the respondents have worked for 5 years and below. This category of respondents accounted for 52.0% of the total respondents. 40% of the total respondents have worked for between 5 years and 10 years, while 8% of the total respondents have worked for the organization for 11 years and above. The results in Table 1 reveals that the majority of the respondents are in the middle managerial positions. This category of respondents accounted for 52.0% of the total respondents. 40% of the total respondents are at the lower managerial cadre; while 8% of the total respondents are at the top managerial cadre. Table 1 indicates that the majority of the respondents had HND/BSc degree. This category of respondents accounted for 61.5% of the total respondents. 30.8% of the total respondents had MSc/MBA, while 7.7% had NCE/OND.

Table 2: Means, Standard Deviation and Intercorrelations for the Study Variables

S/n	Variables	Mean	SD	1	2	3	4
1	Job Satisfaction	4.37	0.18	1			
2	Affective Commitment	3.47	0.65	0.306**	1		
3	Continuance Commitment	3.00	0.61	0.665**	0.239*	1	
4	Normative Commitment	3.62	0.71	0.487**	0.069	0.129	1

Note: SD=Standard Deviation; * $p < 0.05$; ** $p < 0.01$

Source: Field Survey

On a 5-point rating scale, Table 2 shows that job satisfaction, affective commitment, continuance commitment, and normative commitment all reported a mean of 3.00 and above (Mean=4.37, SD=0.18; Mean=3.47, SD=0.65; Mean=3.00, SD=0.61; Mean=3.62, SD=0.71) respectively. Table 2 indicates that the respondents agreed they are satisfied with their job with a mean value of 4.37. It can be deduced from Table 2 that the respondents exhibit more of normative commitment (Mean=3.62, SD=0.71), than affective commitment (Mean=3.47, SD=0.65) and continuance commitment (Mean=3.00, SD=0.61). However, the respondents seem to agree with all the items used to measure the three-dimensional constructs of organizational

commitment (affective, continuance and normative commitment) since the mean value for each dimensional construct is either equal or greater than 3.00 which is the mid-point on a 5-point rating scale. Based on the mean responses, the general level of job satisfaction among the respondents could be said to be high. However, the level of organizational commitment among the participants is generally moderate. In terms of the link between job satisfaction and the organizational commitment dimensions investigated, Table 2 revealed that job satisfaction has a significant relationship with affective commitment, continuance commitment and normative commitment at $p < 0.01$.

Estimation of the relationship between Job Satisfaction and Organizational Commitment

The relationship between job satisfaction and organizational commitment dimensions (affective commitment, continuance commitment, normative commitment) was empirically established in this section. The regression results are shown in Table 3.

Table 3: Regression Results

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Hypotheses Testing
	B	Std. Error	Beta			
Constant	4.178	0.132		31.637	0.000	
Affective Commitment	0.105	0.041	0.376	2.546	0.013	Reject H ₀₁
Continuance commitment	-0.04	0.038	-0.132	-1.043	0.301	Do Not Reject H ₀₂
Normative commitment	-0.015	0.042	-0.057	-0.346	0.730	Do Not Reject H ₀₃

$R^2 = 0.117$; Adj. $R^2 = 0.081$; Durbin-Watson = 2.150; F-statistic = 3.266; Prob (F-statistic) = 0.026.

Dependent variable = Job Satisfaction

Source: Field Survey

Table 3 reveals that there is a significant relationship between affective commitment and organizational commitment at $p < 0.05$. Thus, we reject H₁ which states that there is no significant relationship between affective commitment and job satisfaction. Since continuance and normative commitment are not statistically significant at $p < 0.05$, we do not reject H₂ and H₃ which state that continuance commitment and normative

commitment do not have significant relationships with job satisfaction. The sign of the coefficient of affective commitment is positive. However, continuance commitment and normative commitment have negative relationships with job satisfaction.

Table 3 shows that when the independent variables were regressed on job satisfaction, a coefficient of determination (R^2) value of 0.117 is obtained. This indicates that the independent variables jointly explained 11.7% of the variation in the dependent variable. Based on the Durbin-Watson statistics of 2.150, there is no presence of auto-correlation in the model. Finally, the result shows that the F-statistic of 3.266 is significant at $p < 0.05$. This means that there is a statistically significant relationship between the independent variables and the dependent variable.

Conclusion and Recommendations

This study empirically established the relationship between job satisfaction and the organizational commitment dimensions of affective, continuance and normative commitment. The results of the study indicated that affective commitment is significantly associated with job satisfaction. This entails that organizational members who exhibit affective commitment tend to derive satisfaction from their job. The findings of the study, however, revealed that normative and continuance commitment does not have significant relationships with job satisfaction. Based on the research findings of this study, the following recommendations were made.

- i Nigeria banks should ensure high commitment levels among employees. This can be done through the implementation of an attractive incentive system, encouraging innovation and creativity among organizational members. Other measures include fostering a strong teamwork culture, ensuring a high level of trust between management and employees, and communicating clear goals and expectations to employees.
- ii Nigerian banks should also explore the use of rewards as an organizational instrument to reinforce the behaviour of employees who exhibit high levels of organizational commitment, while measures should put in place to discipline erring employees.
- iii Nigerian banks should improve work situational factors as this could help to increase the levels of job satisfaction among employees. Work situational factors that should be improved upon includes job security,

pay, promotion opportunities and general working conditions of employees.

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