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Influence Of Job Esteem And Job Status On Organizational Commitment Of Employees Of Selected Banks In Nigeria.

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INTRODUCTION

With the rate of globalization and industrialization witnessed all over the world, there seems to have been an observable increase in the number of different organizations that are springing up to meet different needs. Some of these organizations are in the financial sector, telecommunications, oil and gas and a host of others. One of the many factors that have enhanced the functionality of these organizations has been the individual(s) who work in such organizations (i.e. the employees). Even in organizations where there are more operating machines than human beings, the fact remains that human beings are needed to operate the machines and direct the affairs of such organizations. Because of the importance of the employees in organizations, their effectiveness may go a long way in determining how well organizations achieve their set goals and objectives. Therefore, it will be pertinent for organizations to pay attention to the well being and satisfaction of their employees in order to increase their (employees') organizational commitment. It follows therefore, that an effective organization will ensure that its employees are highly committed to their jobs by providing an enabling environment that will enhance employees' organizational commitment (Adeyinka, Ayeni & Popoola, 2007).

Organizational commitment has been defined as a psychological state that categorizes the employees' relationship with the organization; it is understood as a commitment to the entire organization (Gaintam, Van Dick, Wagner, Upadhyay & Davis, 2004). Such variables as; good remuneration package and dignity or the respect attached to the job, among others have been identified as variables that can influence an employee's level of organization commitment (Douglas & Susan, 2003).

Job Esteem on the other hand has been defined as the level of respect and dignity an individual believes is associated with his or her job. It is the self-analysis of the social value and dignity associated with one's job. A review of available literature has shown that there is a dearth of research in the area of Job Esteem. This is a problem to various organizations and the society at large because employee's attitude could make or mar the organization, yet there is limited information in this regard. It is therefore imperative for organizations to understand their employees' self-analysis of the social value and dignity associated with their jobs. In furtherance, Job esteem as a variable appears not to have been adequately researched into in this culture; yet, literature has established that it is a vital variable that can influence organization commitment.

Again, the Central Bank of Nigeria (CBN) banking reform act that was aimed at improving the performances and productivity of the banking sector in Nigeria, which eventually led to merger and acquisition; that produced 25 banks out of the previous eighty nine (89), each with a minimum capital base of twenty-five Billion Naira (N25Bn), undoubtedly improved the capital base of the banks but the report of key informant interview conducted by these researchers show that the problems of corporate performance of banks still exists and could be traced to employees' commitment. In other words, as good as policy reforms are, such policies may not yield desired result if the employees who are to

execute the policies are not committed to their duties.

The objective of this research therefore, is to determine the influence of Job esteem on organizational commitment of bank employees in Ibadan Metropolis. Specifically, this research is interested in: (a) Determining the influence of Job esteem on organizational commitment of bank employees in Ibadan metropolis. And (b) ascertaining the role of Job status on employees' organizational commitment. It is believed that the findings of this study will be helpful in the banking sector in the area of selection and placement decisions. It will also serve as a useful tool for employee training and developments, because it will enable the human resource department to know the key areas to focus on in its bid to judiciously improve performance and productivity.

Two theories were adopted as the theoretical foundation for the study (a) Self-Esteem theory (Mc Dougall, 1932; Allport, 1968; Maslow, 1970; Kaplan, 1975; Tesser and Campbell, 1983; Covington, 1984; Rosenberg, 1986; Blascovich & Tomaka, 1991; and Cast & Burke, 2002). And (b) Social exchange theory, which was first developed by John Thibaut and Harold Kelly in 1959, and subsequently built upon by Blau, (1964); Cook (1977); Emerson, (1987); Coleman, (1990); Miller (2005).

Related literature

Commitment is a broad concept which tends to withstand transitory aspects of an employee's job. It is possible to be dissatisfied with a particular feature of a job while retaining a reasonably high level of commitment to the organization as a whole. When creating a commitment strategy, Armstrong, (1999), asserts that "it is difficult to deny that it is desirable for management to have defined strategic goals and values. And it is equally desirable from management's point of view for employees to behave in a way that support those strategies and values. "Creating commitment includes communication, education, training programmer, and initiatives to increase involvement and ownership and the development of performance and reward management systems.

Studies on commitment have provided strong evidence that affective and normative commitments are positively related and continuance commitment is negatively connected with organizational outcomes such as performance and citizenship behavior (Hackett, Bycio, and Handsdoff, 1994; Shore and Wayne, 1993). Based on this finding, it is important for employers to identify employees' commitment pattern and map out strategies for enhancing those that are relevant to organizational goals. Researchers (e.g. Mayer and Allen, 1997) have found that age was positively correlated with affective and normative commitment, but not to continuance commitment. Meyer and Allen (1991), in an exploratory and confirmatory analysis of factors that can significantly predict job satisfaction and organizational commitment among blue-collar workers, reported that promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange, as well as extrinsic and intrinsic rewards, were related to commitment.

Dornstein and Matalon (1998) describe eight variables that are relevant to organizational commitment. These are: interesting work; coworker's attitudes towards the organization; organizational dependency; age; education; employment alternatives; attitude of family and friends. The variables explain 65% of the variance in organizational commitment. Glisson and Derrick in Adeyemo and Aremu (1999), in their study of 319 human service organization workers analyzed the effects of multiple predictors (job, organization, and worker characteristics) on satisfaction and commitment. They showed that skill

variety and role ambiguity are the best predictors of commitment. Ellemers, Gilder, and Heuvel (1998) found that background variables as gender, level of education or team size were not clearly related to three forms of commitment.

Adeyemo (2000) reported a positive correlation between education and organizational commitment. Irving, Coleman, and Cooper (1997) found that age was not related to organizational commitment. Meyer and Allen (1984) earlier argued that age might be correlated with commitment by postulating that it serves as proxy for seniority that is associated with opportunity to better one's position in the work. On the issue of gender, Mathieu and Zajac (1990) reported its relationship to organizational commitment. Similarly, it was found by Irving, et al (1997) that the men in their sample had higher level of commitment than the women. It is interesting to note that none of these studies considered the relationship between commitment and job-esteem.

As stated earlier, organizational commitment (OC) has for many years been identified as a central construct in understanding the relationship between the employee and the employer (Allen & Meyer 1996; Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch & Topolnytsky, 2000). Definitions of the construct indicate its significance in binding the individual both to the organization and to courses of action which are relevant to the target of the commitment (Meyer & Herscovitch, 2001). With regard to the latter, further relationships have been identified between components of OC and a range of discretionary and extra-role behaviours (Meyer & Herscovitch, 2001) including attendance (e.g. Somers, 1995) performance (e.g. Cropanzano, James & Konovsky, 1993) and organizational citizenship behavior in a rarely studied socio-cultural context.

Job esteem is a relatively new concept, which is defined as the level of respect and dignity an individual believes is associated with his or her job. It is the self-analysis of the social value and dignity associated with one's job. Similar, but not synonymous, concepts of self-esteem are: job satisfaction, work ethic, job involvement, and job-related anomie which are identified as components or contributing forces that influence job-esteem. Each component has been determined to be important in the overall job-esteem of an employee. For many employees, job-esteem can make the difference between poor and excellent work performance.

For the purpose of this study, the following hypotheses are tested

1. Employees who have high Job esteem will be significantly higher on organizational commitment than employees who are low on Job esteem.
2. Job status will significantly influence employees' organizational commitment.

METHOD

Design

The study employed an ex post facto survey research design.

Sample and Sampling Procedure.

In order to get the banks that participated, all the banks were nominally listed and the even numbers were selected. The choice of even numbers was arrived at via the ballot technique. i.e. the odd and

even numbers were wrapped differently and all put together in a box. An individual was asked to pick one and she picked a wrapped paper upon which even number was written. Thus, banks that are even number on the list were selected. Out of these selected even numbers, four were randomly selected using the simple randomization method. They include first Bank Nigeria Plc, First Inland Bank Plc, Bank PHB and United Bank for Africa. The sample for this study is 300 participants, i.e. employees working in the banks within Ibadan metropolis. Using the quota sampling method, Questionnaires were administered to (fifty) 75 employees from each bank. 94(48.3%) were males and 104(51.7%) were females. Their age range from 18-50 years and their mean age is 30.15years. Their job status revealed that 57(28.4%) were of junior cadre, 103(51.2%) were of senior cadre and 41(20.4%) were of the management cadre.

However, participants from each bank were selected using accidental sampling techniques. The researchers sought the consent of the bank managers of the selected banks to conduct the research with their employees. The researcher subsequently sought the permission of participants in the selected banks to conduct the study with them. Permission was granted from both quarters in the selected banks. Of the 300 questionnaires given out, only 201 were returned and all were correctly filled and used for data analysis.

Participants in the Study

300 participants were drawn from selected commercial banks in Ibadan metropolis. The participants included both contract and permanent workers from junior cadre, lower and middle management levels in the banks that were sampled for the study. The choice of both contract and permanent staff is informed by the fact that virtually all the contract staff underwent the same employment selection process. The study excluded the top level management because this category falls within the policy formulation echelon in the organizational hierarchy. In addition, they enjoy entirely different remuneration, benefit package and different conditions of service from the rest of the workforce.

Instruments

Validated scales were used for data collection. Job Esteem was tapped using Douglas and Susan (2003) 6-item job esteem scale. The scale earlier reported a Cronbach Alpha of .77, but the Cronbach alpha for this study is .83 and the split-half reliability is .76. Item number 2 was dropped from the instrument due to its low reliability. Organizational Commitment was measured using Allen and Meyer, (1997) 8-item organizational commitment scale. It earlier reported a Cronbach alpha coefficient of .76. The Cronbach alpha for this study is .74 and the split-half reliability is .69. Item number four was dropped from the instrument because of its low reliability.

Statistical Analysis

Independent sample T-test and One-way Analysis of Variance, (ANOVA), were used for data analysis.

RESULT

The first hypothesis which stated that employees who have high job esteem will be significantly higher on organizational commitment than employees who are low on job esteem was analyzed using the t-test of independent samples. This hypothesis was accepted. The result is presented in table 1

TABLE 1: Summary of t-test of independent samples showing the influence of Job esteem on bank employee's organizational commitment

Group Statistics								
	ESTEEM	N	Mean	Std. Deviation	Std. Error Mean	Df	t	P
COMITMENT	Low	88	25.1705	4.07465	.43436	197	-6.56	<
	High	111	29.0991	4.28731	.40693			

Result from the table above reveals that employees with high job esteem scores in organizational commitment was significantly different from that of employees with low job esteem. This implies that bank employees with high job esteem displayed higher organizational commitment than bank employees with low job esteem $df = (197)$, $t = -6.56$, $p < .05$. This hypothesis was accepted. Therefore, there is a significant influence of bank employee's job esteem on their organizational commitment. In other words, an increase or decrease in bank employee's job esteem can cause increase or decrease in his organizational commitment. Also, an increase or decrease in employee's organizational commitment can cause increase or decrease in his job esteem.

The second hypothesis which stated that job status will significantly influence employee's organizational commitment was analyzed using one-way Analysis of Variance (One-way ANOVA). This hypothesis was rejected. The result is presented below in table 2.

TABLE 2: Summary of one-way ANOVA showing the influence of Job status on bank employees organizational commitment

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Commitment	Between Groups	80.207	2	40.104	1.916	$p > .05$ ns
	Within Groups	4144.280	198	20.931		
	Total	4224.488	200			

Result from the table above revealed that there is no significant influence of Job status on bank employees organizational commitment $F(2, 198) = 1.91; p > .05$ ns). In other words, bank employees at the junior, senior or management cadre reported comparable levels of organizational commitment. Therefore, the hypothesis was rejected. Thus, job status has no significant influence on bank employees' organizational commitment. In other words, an increase or decrease in the job status of bank employees will not cause an increase or decrease in their organizational commitment and vice versa.

DISCUSSION

The objective of this research is to determine the influence of Job esteem on organizational commitment of bank employees in Ibadan Metropolis. The research focused on determining the influence of Job esteem on organizational commitment of bank employees in Ibadan metropolis and ascertaining the role of Job status on employees' organizational commitment. Two hypotheses were stated and tested in the study, with the result showing that hypothesis one is accepted, while hypothesis two is rejected.

Hypothesis one which stated that employees who have high job esteem will be significantly higher on organizational commitment than employees who are low on job esteem. This was found to be accepted. This finding is in line with Douglas and Susan, (2003), who in their study, asserted that if employee's self-analysis of the social value and dignity associated with his job results in negative perception; it lowers employee's job longevity. In a similar vein, if employee's self-analysis of the social value and dignity associated with his job results in positive perception, it increases employee's job longevity. It also supports Organ, (1988), who suggested that high levels of organizational citizenship behaviour should lead to a more efficient organization and help secure new resources into the securing needed resources refers not only to the attraction of new members or raw materials, but also to such intangible factors as company goodwill, or the external image and reputation of the organization. In this socio-cultural context, it is revealed that self-analysis of the social-value and or reputation of the organization as well as the job plays a vital role. In other words, employee that is positively inclined towards society's portrayal of his job can be motivated to perform extra-role in his organization.

The finding of this present study is also in line with the findings of Hackett, Bycio, and Handsoff, (1994); Store and Wayne, (1993), that it is important for employers to identify employees commitment pattern and map out strategies for enhancing those that are relevant to organizational goals. Hence, the linkage of organizational (affective) commitment to job esteem indicates that in our socio-cultural context where culture of respect and dignity occupy their pride of place, job esteem stand to play a pivotal role in upgrading employee's commitment.

The findings of this study also gives credence to the assertion of Meyer et al., (2002), who reported that higher levels of commitment will result in more positive outcomes for the organization and Meyer et al. (2004) further suggest that higher levels of Normative commitment tend to be associated with positive work outcomes and extra-role behaviours, but to a lesser extent than Affective commitment. In other words, employees that are psychologically attached to their organization stand to be more committed or easily improve on their commitment.

Also in line with finding of this study is Pulakos, Boran and Hough, (1988), who suggest that while task-related knowledge, skills and abilities are expected to determine "in role" task performances,

contextual performance might better be predicated by individual attitudes and dispositions. Thus, an employee's bad attitude to commitment could be as a result of his dissatisfaction with the perception of social value and dignity attached to his job.

CONCLUSION

Based on the findings this study has empirically demonstrated that job esteem is an established factor that can influence organizational commitment of bank employees. It also found that job status did not have significant influence on organizational commitment of bank employees. It goes without saying therefore, that the way an employee perceives his job as having high or low esteem, will go a long way in determining his level of commitment to the organization in which he works. If he perceives high job esteem, there will be high commitment to work and duty; whereas, if he perceives low job esteem, there will be low commitment to work.

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