

## Employee Job Satisfaction and Organizational Commitment in Nigeria Manufacturing Organizations

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### Abstract

This study investigated the relationship between employee job satisfaction and organizational commitment in selected manufacturing firms in Edo state of Nigeria. The sample for this study consisted of 106 employee from the selected manufacturing firms. The data for this research was collected using triangulation of methodologies of both quantitative and qualitative analysis. The Spearman Rank-order correlation coefficient statistical tool was adopted to test the relationships between the variables under review while the multiple regression analysis was adopted to evaluate the moderating effects of corporate culture on the relationship between employee job satisfaction and organizational commitment. Findings from the study revealed that there is a positive and significant relationship between all the dimensions of job satisfaction tested (i.e. pay, promotion, working conditions) and organizational commitment. Based on the findings, it was concluded that employee job satisfaction enhances organizational commitment.

**Keywords:** Employee, Job Satisfaction, Organizational Commitment, Pay, Promotion, Working Conditions, Affective Commitment, Continuance Commitment, Normative Commitment.

### Context of the problem

Today's business environment is one that is characterized by varying complexities and a retinue of external environmental radicals that has forced most businesses to go back to the draw board, where others have to renegotiate their existence, and are forced to take radical decisions such as outright sell out, merger and acquisition and others have even been forced into oblivion. In the face of these uncertainties organizational handlers have come to the realization that corporate bodies can no longer be sustained through improved products alone but through dedicated and committed employees. This reality has therefore conspicuously placed employees as one of the crucial success factors at the disposal of organizations. When employees are committed to their organization, there is every tendency that the achievement of strategic and predetermined organizational objectives among other vital objectives becomes possible. Committed employees are the backbone of every successful organization. If employees are well motivated by their organization, they tend to behave in such a manner that will bring a lot of benefits to the organizations as they become satisfied and channel their energies and skills toward the organization thereby helping the organization in its drive to achieve its core objectives both in the short and in the long run. When employees are satisfied with work conditions, they tend to exhibit certain behaviour's. This behaviour's though may not be recognized by the formal system of the organization, have a compelling benefit to the organizations as it has been described as important for the growth, success, effectiveness and productivity of any organization Murphy et al, (2002).

The fact that the environment of today business is one that is driven by intense competition, emerging technology and the dynamics of globalization, calls for a more dedicated and committed employees. Organizations have since realized that for success to be achieved there must be a paradigm shift from hard working employee to committed employee. A scenario is best imagined where a hard working employee employs a very blunt tool in his drive to carry out a given task, though this employee may be hard working but given the condition of haven to work with a blunt tool, the impact of his hard work cannot be felt neither can such be measured or sustained as the accomplishment of such task becomes a problem. But a committed employee will go out of his way to source for the right tool to accomplish the same task.

Over the years, job satisfaction has been an important topic (Akfopure, 2006). The relationship between man and work has been a centre of attraction in the minds of philosophers as well as researchers. A considerable part of man's life is spent at the workplace as he strives to attain social relevance as well as satisfies his need in

life. Work is regarded as a social reality and social expectation to which men seem to confirm. When an employees are satisfied with their job the probability that they would perform their duties well and be committed to their job becomes very high and issues relating to absenteeism and turnover rate is drastically reduced to the barest minimum, and this to a very large extend will contribute to the growth and wellbeing of the organization. This is why is imperative for administrators and business owners to identify those factors that can bring about total commitment of their employees. It is not enough to identify these factors but appropriate strategies should be developed and implemented in other to continue to earn the commitment of employees. Thus, it is very essential for employers of labour to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well (Awang, Ahmad & Zin, 2010).

In every competitive environment employees are part of the most important determinants and leading factors that charts a new course for organizational success. When employees are well motivated and their commitment earned the result can lead to beneficial consequences such as improved efficiency and effectiveness, increased performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels (Fiorita, Bozeman, Young & Meurs, 2007).

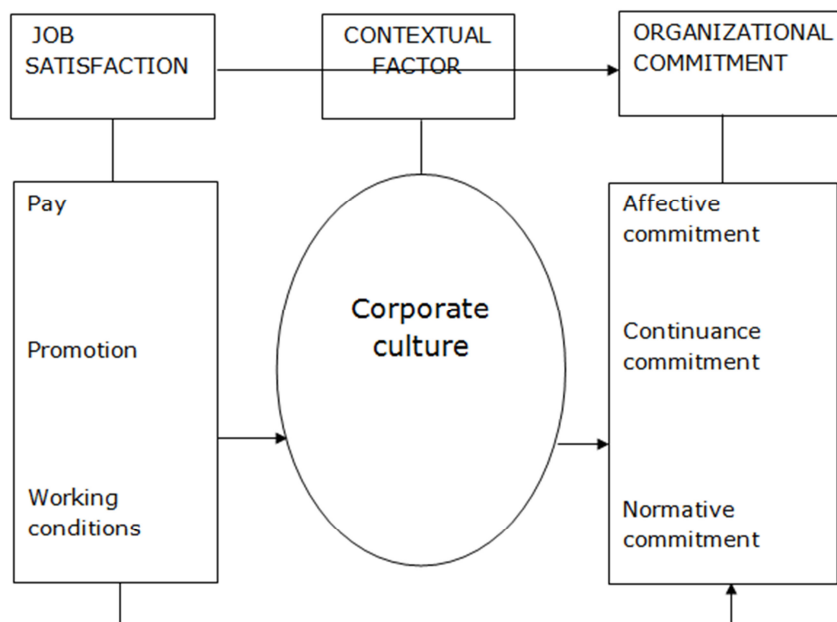
Through the instrumentality of committed workers, organisations can attain a competitive advantage. Employers sometimes have the erroneous conception that they have done a lot for employees by providing them with employment opportunity and therefore should earn their loyalty in return. This of course is a total misconception indeed as hiring employees alone cannot cause an organization to achieve it predetermined objectives. As much as goal congruence is recognized managers should pay adequate attention to the wellbeing of employees so as to take the organization to greater heights. Managers in some cases lack the requisite knowledge and technicalities of how to satisfy their employees and how these employees' satisfaction levels influence their intention to be committed to the organization. In fact, because of this limited understanding, managers' efforts toward employee commitment can sometimes create more dissonance than cohesion between employees and management, leading to decreased performance and excessive employee turnover (Locke, 1969).

Therefore adequate attention on the side of the employee which will trigger their job satisfaction might just bring about their total commitment to the organization.

It is on this premise therefore, that the researcher wishes to test the effect of employee job satisfaction on organizational commitment in selected manufacturing organization in Benin City Edo State Nigeria.

**Conceptual Framework**

The study conceptual framework shown below is the model of the study that set the direction and the focus of the research study



SOURCE: Conceptualized by researchers

This conceptual framework tries to present a hypothetical relationship between the dimensions of job satisfaction and the measures of organizational commitment. It is assumed that the dimensions of job satisfaction (pay, promotion and working conditions) may be positively related with the three measures of organizational commitment (affective commitment, continuance commitment and normative commitment). Corporate culture will moderate the relationship between job satisfaction and organizational commitment.

## Research Questions

The research question of this study is as follows:

- i. What is the relationship between pay and affective organizational commitment?
- ii. What is the relationship between pay and continuance organizational commitment?
- iii. What is the relationship between pay and normative organizational commitment?
- iv. Is there any relationship between promotion and affective organizational commitment?
- v. Is there any relationship between promotion and continuance organizational commitment?
- vi. Is there any relationship between promotion and normative organizational commitment?
- vii. Is there any relationship between working conditions and affective organizational commitment?
- viii. Is there any relationship between working conditions and continuance organizational commitment?
- ix. Is there any relationship between working conditions and normative organizational commitment?
- x. Will corporate culture moderate the relationship between employee job satisfaction and organizational commitment?

## Purpose of the Study

The purpose of this study is to empirically evaluate the relationship between job satisfaction and organizational commitment. More specifically, this study will seek to:

- i. Examine the relationship between pay and affective organizational commitment.
- ii. Examine the relationship between pay and continuance organizational commitment.
- iii. Examine the relationship between pay and normative organizational commitment.
- iv. Evaluate the relationship between promotion and affective organizational commitment.
- v. Evaluate the relationship between promotion and continuance organizational commitment.
- vi. Evaluate the relationship between promotion and normative organizational commitment.
- vii. Investigate the relationship between working conditions and affective organizational commitment.
- viii. Investigate the relationship between working conditions and continuance organizational commitment.
- ix. Investigate the relationship between working conditions and normative organizational commitment.
- x. Ascertain if corporate culture will moderate the relationship between employee job satisfaction and organizational commitment.

## Research Hypotheses

To add direction to this study the Hypothesis were all stated in a null form as follows:

- H<sub>01</sub>: There is no significant relationship between pay and affective commitment of employee.  
H<sub>02</sub>: There is no significant relationship between pay and continuance commitment of employee.  
H<sub>03</sub>: There is no significant relationship between pay and normative commitment of employee.  
H<sub>04</sub>: There is no significant relationship between promotion and affective commitment of employee.  
H<sub>05</sub>: There is no significant relationship between promotion and continuance commitment of employee.  
H<sub>06</sub>: There is no significant relationship between promotion and normative commitment of employee.  
H<sub>07</sub>: There is no significant relationship between working conditions and affective commitment of employee.  
H<sub>08</sub>: There is no significant relationship between working conditions and continuance commitment of employee.  
H<sub>09</sub>: There is no significant relationship between working conditions and normative commitment of employee.  
H<sub>010</sub>: Corporate culture will not moderate the relationship between job satisfaction and organizational commitment.

## Review of Relevant Literature

### Job Satisfaction

Job satisfaction has been defined in several ways by several authors.

Locke (1976) defined 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 favor or disfavor based on assessing the job and job-related experiences.

The researchers of this study sees 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 holds positive feelings about his or her job, while an unsatisfied person holds negative feelings.

### Dimensions of Job Satisfaction

Locke (1976) presented a summary of job dimensions that have been established to contribute significantly to employees’ job satisfaction. The particular dimensions represent characteristics associated with job satisfaction. The dimensions are: the Work Itself, Pay, Promotions, Working Conditions, Supervision and Co-Workers.

However, the study utilizes three dimensions (pay, promotion, working conditions) among the listed dimensions.

### **Organizational Commitment**

Organization commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization (Allen & Meyer 1991). Organizational commitment is characterized as employees' willingness to contribute to organizational goals.

### **Measures of Organizational Commitment**

**Meyer and Allen (1991)** measure of organizational commitment was adopted for this study. There measures are affective, continuance, and normative commitment.

**Affective Commitment** is psychological attachment to organization as a result of memento of friendship. As defined by Mowday, Porter, and Steers (1982), affective organizational commitment is "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 strong desire to maintain membership in the organization."

**Continuance Commitment** is the costs associated with leaving the organization. Continuance commitment reflects economic ties to the organization based on the costs associated with leaving the organization. Employees that do not contemplate leaving a company for fear of losing their benefits, the possibility of taking a pay cut, and the fear of not being able to find another job is constrained to stay with its organization due to continuance commitment. There is thus difficulty in "giving it up" and the unknown "opportunity cost" of leaving the organization or having few or no alternatives.

**Normative Commitment** is the perceived obligation to remain with the organization. Normative Commitment makes employees remain with an organization by virtue of their belief that it is the "right and moral" thing to do (Meyer and Allen, 1991). Normative commitment is a matter of reciprocity i.e. 'Psychological contract' of reciprocity between an employee and the organization. The normative component of commitment concerns the employee's belief of not paying organization that has done well to employee with evil. Normative commitment is simply action intended to express or acknowledge the good things organization have done for employee. Employees who are normatively committed to the organization remain because "they believe that it is the right and moral thing to do" (Wiener, 1982).

### **Methodology**

A descriptive research design with survey method is applied in the study, due to the the fact that the study is interested in investigating the significant relationship between employee job satisfaction and organizational commitment. The study explores both the primary and secondary data. Primary data were collected through the study questionnaire (instrument) with 5 – point likert scale used denoted by 5 =SA, 4 = A, 3 = N, 2 = D, 1 = SD. Secondary data were collected from available books, publications, research studies, articles and websites. A total of 200 respondents were selected for the study using stratified proportionate random sampling techniques. The respondents were selected from manufacturing organizations in Benin City – Edo State Nigeria using stratified sampling technique. The selected organization includes Guinness Nigeria Plc, Nigerian Breweries Plc, and Nigerian Bottling Company Plc.

However, based on total of 200 respondents chosen for the study, 200 copies of the questionnaire were administered out of which 136 were returned. 18 copies of the questionnaire returned were unusable as a result of which 118 copies were analyzed. The gender of the respondent shown that 72 respondents which represents 61% of the total respondents are male, 46 respondents which represents 39% of the total respondents are female.

As number of Years of Service in the organization, 44 respondents which represents 37% of the total respondents have spent more than 1 year in the organization, while 38 respondents which represents 32% have been with the organization for more than 5 years, 36 respondent which represents 31% of the total respondents have been with the organization for more than 10 years. For the respondents marital Status, 81 respondents which represents 69% of the total respondents are married while 37 respondents which represent 31% of the total respondents are single.

The researchers utilize three set of questionnaire for data collection: 1 for the independent variable, 2 for the dependent variable and 3 for the moderating variable. The independent variable is "job satisfaction" the dimensions of job satisfaction pay and promotion were measured by **Job description index (JDI)** by Patricia Smith. However, we modified the instrument to suit the purpose of this study in line with the peculiar Nigerian environmental circumstance. The dependent variable is organizational commitment and the researchers adopted Allen and 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 moderating variable for this study is corporate culture. Denison (1990) Organizational culture scale which consists of four dimensions (adaptability, involvement, consistency, and mission) was utilized in the study to collect data on corporate culture (see appendix 1 for independent variable, dependent variable and moderating variable scale utilized to collect data in this study). The study questionnaire was administered by the three

researchers and three trained research assistant, each chosen from organization of study. All aspect of the questionnaire were explained to the respondent.

The manner in which research hypotheses are stated determine how the research data (primary data) and the nature of data analysis techniques. Arising from how the research hypotheses were stated, this study involves a test of relationship. However, this research work will involve both descriptive statistics and inferential statistics. The descriptive statistics utilized was used to analyze the demographic data included frequencies and percentages. Inferential statistic of the Spearman's rank order correlation coefficient statistical technique was used to test the hypothesis one to nine, in order to ascertain whether a statistically significant relationship exists between pay, promotion, working condition with employee affective organizational commitment, continuance organizational commitment and normative organizational commitment. Hypothesis ten was tested using the multiple regression analysis to ascertain the moderating influence of culture on job satisfaction and organizational commitment.

**Results**

The results of the data analyzed for the study were presented on the basis of the hypotheses generated for the study.

**Hypothesis One: Relationship Between pay and affective commitment of employee.**

**Table 1: Showing Hypothesis One Test Result**

**Correlations**

			Pay.	Affective commitment
Spearman's rho	Pay	Correlation Coefficient	1.000	.903**
		Sig. (2-tailed)	.	.000
		N	45	45
	Affective commitment	Correlation Coefficient	.903**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The hypothesis states that “there is no significant relationship between pay as a dimension of job satisfaction and affective commitment of employee”. The hypothesis sought to examine the relationship between pay and employee’s affective commitment to the organization. We used the Spearman’s rank order correlation coefficient statistical technique to test the hypothesis as shown in table 1 appendix II. The result (Rho = 0.903, P < 0.01) shows that there is a significant positive relationship between pay and employee affective commitment to the organization. In view of this finding, the null hypothesis which states that: “there is no significant relationship between job satisfaction and affective commitment of employee” is hereby rejected.

**Hypothesis two: Relationship Between pay and continuance commitment of employee.**

**Table 2: Showing Hypothesis Two Test Result**

**Correlations**

			Pay	Continuance commitment
Spearman's rho	Pay	Correlation Coefficient	1.000	.871**
		Sig. (2-tailed)	.	.000
		N	45	45
	Continuance commitment	Correlation Coefficient	.871**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The hypothesis states that “there is no significant relationship between pay and continuance commitment of employee”. The hypothesis sought to examine the relationship between pay and employee’s continuance commitment to the organization. We used the Spearman’s rank order correlation coefficient statistical technique to test the hypothesis as shown in table 2 appendix II. The result (Rho = 0.871, P < 0.01) shows that there is a

significant positive relationship between pay and employee continuance commitment to the organization. In view of this finding, the null hypothesis which states that: “there is no significant relationship between pay and continuance commitment of employee” is hereby rejected.

**Hypothesis three: Relationship between pay and normative Commitment of Employee.**

**Table 3: Showing Hypothesis Three Test Result**

**Correlations**

			Pay.	Normative commitment
Spearman's rho	Pay	Correlation Coefficient	1.000	.901**
		Sig. (2-tailed)	.	.000
		N	45	45
	Normative commitment	Correlation Coefficient	.901**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The third hypothesis states “there is no significant relationship between pay and normative commitment of the employee. The hypothesis sought to examine the relationship between pay and employee normative commitment to the organization. Using the Spearman’s rank order correlation coefficient statistical technique to test the hypothesis as shown in table 3 appendix II, the result (Rho = 0.901, P ≤ 0.01) shows that there is significant positive relationship between pay and normative commitment of employee. We therefore reject the null hypothesis which states that there is no significant relationship between pay and normative commitment.

**Hypothesis four: Relationship Between promotion and affective commitment of employee.**

**Table 4: Showing Hypothesis Four Test Result**

**Correlations**

			Promotion.	Affective commitment
Spearman's rho	Promotion	Correlation Coefficient	1.000	.904**
		Sig. (2-tailed)	.	.000
		N	45	45
	Affective commitment	Correlation Coefficient	.904**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The hypothesis states that “there is no significant relationship between promotion and affective commitment of employee”. The hypothesis sought to examine the relationship between promotion and employee’s affective commitment to the organization. We used the Spearman’s rank order correlation coefficient statistical technique to test the hypothesis as shown in table 4 appendix II. The result (Rho = 0.904, P < 0.01) shows that there is a significant positive relationship between promotion and employee affective commitment to the organization. In view of this finding, the null hypothesis which states that: “there is no significant relationship between promotion and affective commitment of employee” is hereby rejected.

**Hypothesis five: Relationship Between promotion and continuance commitment of employee.  
 Nonparametric Correlations**

**Table 5: Showing Hypothesis Five Test Result**

**Correlations**

			Promotion	Continuance commitment
Spearman's rho	Promotion	Correlation Coefficient	1.000	.902**
		Sig. (2-tailed)	.	.000
		N	45	45
	Continuance commitment	Correlation Coefficient	.902**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The hypothesis states that “there is no significant relationship between promotion and continuance commitment of employee”. The hypothesis sought to examine the relationship between promotion and employee’s continuance commitment to the organization. We used the Spearman’s rank order correlation coefficient statistical technique to test the hypothesis as shown in table 5 appendix II. The result (Rho = 0.902, P < 0.01) shows that there is a significant positive relationship between promotion and employee continuance commitment to the organization. In view of this finding, the null hypothesis which states that: “there is no significant relationship between promotion and continuance commitment of employee” is hereby rejected.

**Hypothesis six: Relationship between promotion and normative Commitment of Employee.**

**Table 6: Showing Hypothesis Six Test Result**

**Correlations**

			Promotion.	Normative commitment
Spearman's rho	Promotion	Correlation Coefficient	1.000	.903**
		Sig. (2-tailed)	.	.000
		N	45	45
	Normative commitment	Correlation Coefficient	.903**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The six hypothesis states “there is no significant relationship between promotion and normative commitment of the employee. The hypothesis sought to examine the relationship between promotion and employee normative commitment to the organization. Using the Spearman’s rank order correlation coefficient statistical technique to test the hypothesis as shown in table 6 appendix II, the result (Rho = 0.903, P ≤ 0.01) shows that there is significant positive relationship between promotion and normative commitment of employee. We therefore reject the null hypothesis which states that there is no significant relationship between promotion and normative commitment.

**Hypothesis seven: Relationship Between working condition and affective commitment of employee.**  
**Table 7: Showing Hypothesis seven Test Result**

**Correlations**

			Working conditions.	Affective commitment
Spearman's rho	Working conditions	Correlation Coefficient	1.000	.905**
		Sig. (2-tailed)	.	.000
		N	45	45
	Affective commitment	Correlation Coefficient	.905**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The hypothesis states that “there is no significant relationship between working conditions and affective commitment of employee”. The hypothesis sought to examine the relationship between working conditions and employee’s affective commitment to the organization. We used the Spearman’s rank order correlation coefficient statistical technique to test the hypothesis as shown in table 7 appendix II. The result (Rho = 0.905, P < 0.01) shows that there is a significant positive relationship between working conditions and employee affective commitment to the organization. In view of this finding, the null hypothesis which states that: “there is no significant relationship between working conditions and affective commitment of employee” is hereby rejected.

**Hypothesis eight: Relationship Between working conditions and continuance commitment of employee.**  
**Table 8: Showing Hypothesis Eight Test Result**

**Correlations**

			Working conditions	Continuance commitment
Spearman's rho	Working conditions	Correlation Coefficient	1.000	.901**
		Sig. (2-tailed)	.	.000
		N	45	45
	Continuance commitment	Correlation Coefficient	.901**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The hypothesis states that “there is no significant relationship between working conditions and continuance commitment of employee”. The hypothesis sought to examine the relationship between working conditions and employee’s continuance commitment to the organization. We used the Spearman’s rank order correlation coefficient statistical technique to test the hypothesis as shown in table 8 appendix II. The result (Rho = 0.901, P < 0.01) shows that there is a significant positive relationship between working conditions and employee continuance commitment to the organization. In view of this finding, the null hypothesis which states that: “there is no significant relationship between working conditions and continuance commitment of employee” is hereby rejected.



**Hypothesis nine: Relationship between working conditions and normative Commitment of Employee.**  
**Table 9: Showing Hypothesis Nine Test Result**

**Correlations**

			Working conditions.	Normative conditions
Spearman's rho	Working conditions.	Correlation Coefficient	1.000	.904**
		Sig. (2-tailed)	.	.000
		N	45	45
	Normative commitment	Correlation Coefficient	.904**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The third hypothesis states “there is no significant relationship between working conditions and normative commitment of the employee. The hypothesis sought to examine the relationship between working conditions and employee normative commitment to the organization.

Using the Spearman’s rank order correlation coefficient statistical technique to test the hypothesis as shown in table 9 appendix II, the result (Rho = 0.904, P ≤ 0.01) shows that there is significant positive relationship between working conditions and normative commitment of employee. We therefore reject the null hypothesis which states that there is no significant relationship between working conditions and normative commitment.

**Hypothesis ten: The Moderating Influence of Culture on the relationship between job satisfaction and Organizational Commitment.**

**Table Ten: Showing Hypothesis Ten Test Result**

multiple regression analysis  
 ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.372	1	35.372	27.843	.000 <sup>a</sup>
	Residual	54.628	43	1.270		
	Total	90.000	44			

a. Predictors: (Constant), Job satisfaction

b. Dependent Variable: Organizational commitment

**Coefficients<sup>a</sup>**

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.129	.392		2.876	.006
	SP	.228	.043	.627	5.277	.000

a. Dependent Variable: Organizational commitment

The ten hypothesis states, “Corporate Culture will not moderate the relationship between job satisfaction and organizational commitment. The hypothesis sought to examine the moderating influence of culture on job satisfaction and organizational commitment.

This hypothesis was tested using the multiple regression analysis to ascertain the Moderating Influence of Culture on job satisfaction and Organizational Commitment. The result of data analysis as shown in table 10 appendix II indicates that there was a positive relationship between the variables (R = 0.228, 0.03, 0.627, p < 0.05). This implies that the relationship between the variables is positive. Therefore, corporate culture will moderate the influence of job satisfaction on organizational commitment. The null hypothesis which states that “Corporate Culture will not moderate the influence of job satisfaction on organizational commitment” is hereby rejected.

## Summary of Tested Hypotheses

Table 11: Summaries of Tested Hypotheses

HYPOTHESES	RESULTS
Ho <sub>1</sub> : there is no significant relationship between pay and affective commitment.	+Ve Rejected
Ho <sub>2</sub> : there is no significant relationship between pay and continuance commitment	+Ve Rejected
Ho <sub>3</sub> : there is no significant relationship between pay and normative commitment	+Ve Rejected
Ho <sub>4</sub> : there is no significant relationship between promotion and affective commitment.	+Ve Rejected
Ho <sub>5</sub> : there is no significant relationship between promotion and continuance commitment.	+Ve Rejected
Ho <sub>6</sub> : there is no significant relationship between promotion and normative commitment.	+Ve Rejected
Ho <sub>7</sub> : there is no significant relationship between working conditions and affective commitment.	+Ve Rejected
Ho <sub>8</sub> : there is no significant relationship between working conditions and continuance commitment.	+Ve Rejected
Ho <sub>9</sub> : there is no significant relationship between working conditions and normative commitment.	+Ve Rejected
Ho <sub>10</sub> : corporate culture will not moderate the relationship between job satisfaction and organizational commitment.	+Ve Rejected

## Discussion of Findings

The essence of this study was to ascertain the effect of job satisfaction on organizational commitment in selected manufacturing organizations in Edo State of Nigeria. For a better understanding of the realities of this study, a number of hypothesis were formulated to ascertain an empirical measure to know what effect job satisfaction will have on organizational commitment in selected manufacturing firm.

The Spearman's rank order correlation coefficient statistical tool using SPSS software package was applied to ascertain whether significant relationship existed.

For the entire hypotheses tested, all the three dimensions of job satisfaction (pay, promotion and working conditions) are positively related with all the three measures of organizational commitment (affective, continuance and normative commitments).

The findings in this study agree with an earlier research by **Porter et al (1974)** they argue that global attitude towards the organization (like organizational commitment) are associated more closely with organizational oriented outcomes and that are more specific attitudes (like job satisfaction).

From the multiple regression analysis ( $R^2 = 0.908, 0.903, 0.916, p > 0.05$ ) respectively. This study observed that the variables are positively related. The moderating effects of corporate culture were found to have contributed to the significant relationship that exists between job satisfaction and organizational commitment.

## Recommendations

The recommendations proffered based on the finding is that any organizations that desires to promote organizational commitment among employees should improve on those job satisfaction dimensions such as pay, promotion and working condition in its workplace so as to achieve high level of organizational commitment among its employees which eventually enhances the organization effectiveness.

## Conclusion

In respect of the study hypotheses tested and the results of the study, the following conclusion were made.

- i. Managers should always strive to increase the level of job satisfaction in order to achieve greater organizational commitment.
- ii. Furthermore, managers might also decide to make use of a reward system to recognize those employees who perform their job well. Indeed, one would feel highly satisfied when he or she obtains a reward for their hard work and outstanding performance. Rewards can be of different forms, such as a higher wage, improvement of the work environment (a safer and better facilities for the workers), and assignment of suitable and challenging works to individuals as according their abilities and personalities.
- iii. Moreover, managers should motivate employees to be more helpful, considerate, friendly and

- good-natured to their co-workers and supervisors, because this would increase the employees' commitment to the organization and may motivate the urge to help out other co-workers.
- iv. The organization must increase the cooperation among employee in order to increase the relationship among the employee in every department. Manager can conduct the outdoor activities or team building activities and must involve all employees in the organization. `

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**Appendix 1: Study Questionnaire**

**INSTRUCTION:** please, kindly indicate the most appropriate option in your opinion by ticking (√) in the box provided in each of the questions.

**SECTION A (demographics)**

1. Gender: Male  Female
2. How long have you been with the organization?
- 1-5 years  6-10 years
- 11-15years  15-20 years
- 21years and above
3. Marital Status: Single  Married

**ORGANIZATIONAL COMMITMENT**

**KEY:** 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = Agree, 5 = strongly agree

Affective Commitment						
S/N	QUESTIONS	1	2	3	4	5
1.	I would be very happy to spend the rest of my career with this organization.					
2.	I enjoy discussing my organization with people outside it.					
3.	I really feel as if this organization's problems are my own.					
4.	I think that I could easily become as attached to another organization as I am to this organization.					
5.	I do not feel like 'part of the family' at my organization.					
6.	I do not feel emotionally attached to this organization.					
Continuance Commitment						
1.	I am not afraid of what might happen if I quit my job without having another lined up.					
2.	It would be very hard for me to leave my organization right now, even if I wanted to.					
3.	Too much in my life would be disrupted if I decided I wanted to leave my organization now.					
4.	It wouldn't be too costly for me to leave my organization now					
5.	Right now, staying with my organization is a matter of necessity as much as desired.					
6.	I feel that I have too few options to consider leaving this organization.					

Normative Commitment					
1.	I think that people these days move from company to company too often.				
2.	I do not believe that a person must always be loyal to his or her organization.				
3.	Jumping from organization to organization does not seem at all unethical to me.				
4.	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation.				
5.	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.				
6.	I was taught to believe in the value of remaining loyal to one's organization				

### CORPORATE CULTURE

**KEY:** 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = Agree, 5 = strongly agree

Adaptability Index						
S/N	QUESTIONS	1	2	3	4	5
1	Customers' comments and recommendations often lead to changes in this company					
2	Employees' comments and recommendations often lead to changes in this company,					
3	This organization is very responsive and changes easily.”					
Mission Index						
1.	This company has a long term purpose and direction					
2.	there is a shared vision of what this organization will be like in the future					
Consistency Index						
1.	there is a high level of agreement about the way that we do things in this company					
2.	our approach to doing business in this organization is very consistent and predictable					
Involvement index						
1.	most people in this company have input into decisions that affect them					
2.	and “cooperation and collaboration across functional roles is actively encouraged in this organization					

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