

Job Satisfaction and Employee Commitment in Tertiary Educational Institutions, Kogi State, Nigeria

¹Nganjiwa, Joshua Solomon & ²Omattah, Emmanuel Abu

^{1&2}Registry Department, The Federal Polytechnic Idah, Kogi State, Nigeria

Abstract

The research Job Satisfaction and Employee Commitment in tertiary institution, Kogi State assesses how job satisfaction influences employee commitment in tertiary institutions, Kogi State and the relationship between the factors of job satisfaction such as salaries, career growth and recognition. The researcher employed the use of survey techniques in the conduct of the study. The research adopted descriptive research survey design. The research reached a sample size of 307 out of a total population of 1326 however, out of the 307-questionnaire distributed only 264 were duly completed and returned given a retrieval rate of 86%. Data was analyzed using descriptive and inferential statistics, specifically, hypotheses were tested using multiple regression. Findings revealed that there is a significant positive relationship between job satisfaction and employee commitment in tertiary educational institutions in Kogi State. Premised on this finding, the study recommends that employee salaries, career growth and recognition should be enhanced while other incentives be introduced so that the level of employee satisfaction can be sustained and by extension leads to employee commitment.

Keywords: Job satisfaction, Employee, commitment, Tertiary Educational Institutions

Introduction

Human element plays critical role to organizational survival, firms irrespective of size and market, strive to induce their employees, knowing well their significant roles and influence on organizational effectiveness (Yap et al 2016, Nzewi, Audu, 2023). In order to encourage performance, institutions should create a strong and positive relationship with its employees and actuate them towards task fulfillment (Uchenna et al, 2022 & Wageeh, 2015). In order to accomplish their tasks, organizations develop strategies to compete in highly competitive markets and to increase their performance (Qiao et al, 2019). Tertiary Institution performance play critical role to the socio-economic development of every nation. However, in pursuing and attaining these objectives, employee's satisfaction must be prioritized. However, only few organizations consider the human capital as being their main asset, capable of pursuing their immediate and strategic objectives (Onyeizugbe et al, 2018). This suggests that, if employees are not satisfied with their tasks and not motivated to fulfill their tasks and accomplish their goals, the firm cannot attain success.

Therefore, performance of employees is a concern for any institution because it determines the extent such organization meets its immediate and strategic. Several resources both human and material are necessary for any organization to succeed (Ajmal et al, 2015). However, skilled and talented workforce may not accomplish the desired results if they are not adequate motivation and therefore, motivation is also considered an important aspect which is vital in the attainment of the organization's goals Iman and Wayan, (2018) noted that it has been taken upon by organizations to come up with avenue of motivating employees if they are to achieve the best performance out of

them and ultimately that of the organization. Additionally, Mac-Ozigbo and Cross (2020) argued that the motivational techniques implemented by organization vary and can include salaries, recognition, team building, training, effective communication, work-life balance, rewards and incentives, job enrichment, encouraging participation. However, employee's satisfaction in Nigeria tertiary institution seems not to have been fully attained. This implies that, pursuing performance could be hindered therefore, adopting the instrumentality of salaries, career growth and recognition towards attaining employee's commitment in Tertiary educational institutions particularly in the Federal Polytechnic Idah is critical. This study therefore examinee the extent to which job satisfaction enhances employee commitment in tertiary educational institutions in Kogi State, Nigeria.

Statement of Hypotheses

The study is guided by the following research hypotheses:

Hypotheses 1

H1: There is no relationship between salary and employee commitment in tertiary institutions, Kogi State.

Hypotheses 2

H2: There is no relationship between career growth and employee commitment in tertiary institutions, Kogi State.

Hypotheses 3

H3: There is no relationship between Employee recognition and employee commitment in tertiary institutions, Kogi State.

Concept of Job Satisfaction

Job satisfaction is the feeling of employee's contentment on the workplace which is a measure of employees' contentedness with their tasks and responsibilities, either they like the job or individual aspects or facets of tasks and responsibilities, such as nature of work or the level of supervision. Job satisfaction can be therefore appraised in cognitive (evaluative), affective (or emotional), and or behavioral components. Nzewi and Audu (2023) have also noted that job satisfaction measures vary in the extent to which they measure feelings about the tasks (affective job satisfaction) or cognitions about the job (cognitive job satisfaction).

job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. This implies that, Job satisfaction is a measure of employees' experience that is believed to be directly connected to work performance, as well as to individual well-being. Thus, job satisfaction means doing the work that is pleasurable, doing it well and being rewarded for such efforts (Magaji et al, 2015; Adegboyegun et al 2020). This implies that employees can also have several approaches to various aspects of their tasks, such as the kind of task they are doing, co-employees, supervisors or subordinates as well as their responsibilities (Qiao et al, 2019). To this end, job satisfaction is a critical aspect in motivating employees and actuating them to accomplish better outcome (Azim et al, 2015). Wageeh (2015) argued that employee satisfaction is of significant impact not only for employees but whole the organization. This is due to the fact that satisfied employees are usually enthusiastic to perform their tasks, consequently the organization can attain results from their tasks whereas, dissatisfied employees will not be encouraged and will be distracted

by their work routine, and will therefore avoid responsibility (sick leave, days off etc.) (Bett & Memba, 2017).

Again, considering the fact that reward is very critical, employee who feels recognized will be happy and well pleased with their reward system, one other sides of human with pessimistic sentiment. Additionally, career growth and Job satisfaction empower management who are more likely to expand employee's job satisfaction (Cheng et al, 2018).

Employee recognition and Job Satisfaction have been found to play critical role and have financial and non-financial rewards (Von et al, 2016). Employees are most likely to be motivated to pursue and improve their performance with non-monetary rewards such as employee recognition. Additionally, recognition is widely acknowledged to have positive accomplishments or actuate the behavioral pattern of employees (Bilal & Zia 2018). According to Ajmal (2014), recognition means praise or personal note of acknowledging employee's achievements such as little gestures which are significant to employees. The most valuable outcome and justification for recognizing employees is that employees who feel appreciated are more positive about themselves and their ability to contribute suggesting that employee recognition can boost performance and increase satisfaction (Nzewii & Audu. 2023). Again, non-financial rewards in form of recognition and other intrinsic rewards are important for job satisfaction (Von et al, 2016). This implies that recognition motivates as well as helps to build feelings of confidence and satisfaction (Edna & Samson, 2021) and induces loyalty and sense of commitment as well as encouraging employees to extend their efforts (Audu, 2024).

Edna and Samson (2021) argued that one of the critical selective morale boosters is praise for a task well carried out. To this end, regularly recognizing and rewarding employees can be one of the paramount avenues to keep employees satisfied and productive. For several employees, feelings of Self-worth are directly proportional with their tasks. This also implies that recognition is an important managerial tool for inducing employees carrying out their responsibilities enthusiastically.

Employee Commitment

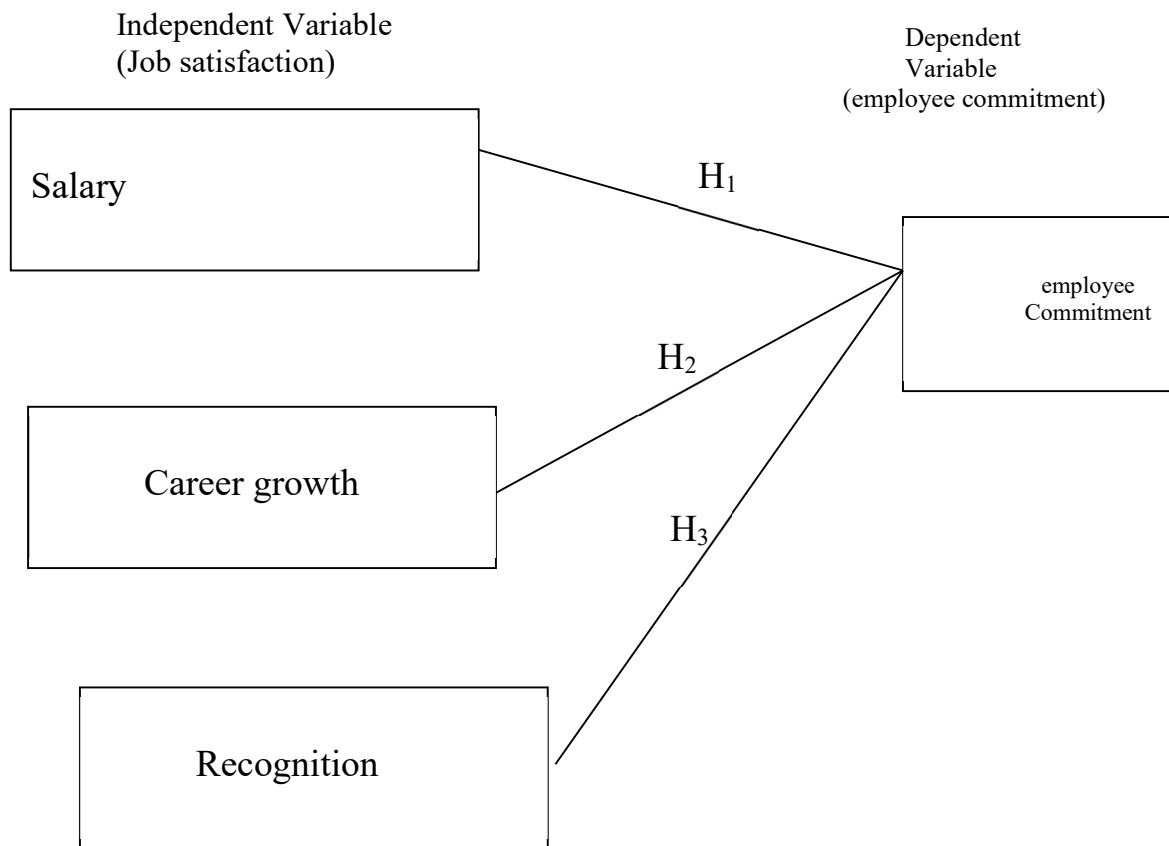
Employee Commitment to work or work commitment is seen as the level of enthusiasm an employee display towards their tasks assigned at a workplace. It is therefore seen as vision of the institution that is connected with high levels of employee satisfaction which are related to work commitment and engagement. Performance, which in turn results in increased commitment, reduced conflict, punctuality, lecturers' ability to deliver lectures, keeping of proper academic records, maintaining administrative procedures toward service delivery leads to employee retention and overall improvement in the work atmosphere. Again, job satisfaction is accomplished through persistent perseverance, hard work, and dedication. All these qualities do not just show up in a day, employees develop these qualities for a reasonable length of time in the work place. The same goes for committed employees develop integration with an organization and that creates an enhanced organizational performance. Successful organizations largely depend on the high performance of their employees to accomplish their objectives. In order to pursue and achieve their strategic aims and keep their competitive advantage, employees must perform at high levels (Nzewi & Audu, 2023). Employee commitment is also associated with high internal motivation. Koen et al, (2017) also noted that employee commitment is an inducement which motivates an employee to show high performance. This encouragement is a combination of commitment, loyalty, productivity and belongingness. Employee's feeling and attitude towards their Job and organization are then included in the definition. Bilal and Zia (2017), define employee commitment as a positive attitude of

employee towards the attitude of the organization. An encouraged employee is concerned about organization's business and working as a team to improve organization's performance. Therefore, employee engagement is a positive attitude of an employee toward the Organization and is values as indicated by commitment, dedication and loyalty to the organized, Superior Job and coworkers. A committed employee is usually loyal and concerned about the future of the Organization.

Conceptual Model

This study designs a model which drives the research constructs. For emphasis, fig.1 describes the model as shown thus.

Fig 1 Conceptual Model



Source: Designed by the Researchers, 2024

Fig 1 shows the conceptual model designed by the researchers. The model shows that the independent variable is job satisfaction and it is decomposed as salary, growth and recognition. Furthermore, the dependent variable is employee commitment. This means that employee commitment is being influenced by job satisfaction. To this end, the model describes how job satisfaction could influence employee commitment in tertiary institutions in Kogi State.

Research Methodology

The research adopts descriptive research survey design. This research technique is a research survey design involving studying the respondents with the view to collecting responses with the aim of making statistical inferences. Therefore, this study which examines job satisfaction and employee performance involved collecting data through primary sources. The primary data was obtained through a twenty items structured questionnaire and the data were subjected to descriptive and inferential analysis. The population comprised the entire staff of Federal Polytechnic Idah, Kogi State numbering 1326. However, considering the fact that the population for this research may not be manageable effectively, it becomes impossible to study the entire population. To this end, the study therefore reached a sample of 340 using multiple regressions with the formula:

$$SS = \frac{PS}{[1+(PS \times PE)^2]}$$

Where SS = sample size
 PS = population size
 PE = precision error (5%) hence;

$$SS = \frac{1326}{1+(1326 \times 0.05)^2}$$

$$SS = \frac{1326}{1+132 \times 0.0025} = \frac{1326}{1+3.32}$$

Sample size = 307

However, out of the total 307 questionnaire distributed only 264 were duly completed and returned giving a retrieval rate of 86%.

The questionnaire was the only source of primary data hence in doing this the study designed a structured questionnaire while a five- point Likert-scale responses of strongly agree (5), Agree (4), Undecided (3), Disagree (2) and strongly disagree (1) was used. The decision criterion is to accept any item with a mean of 3.00 and above otherwise such a mean will be rejected. Finally, hypotheses were tested using a multiple regression.

Reliability of the Instrument

Reliability statistics was carried to determine the internal consistency of the research instrument. In order to test the reliability of the research instrument, the researchers conducted a pilot study by distributing questionnaires numbering twenty (20) to the target respondents through the help of two research assistants the Cronbach Alpha coefficient measure of internal consistency was adopted. The reliability of the instrument using Cronbach alpha reliability test with the Statistical Package for Social Sciences (SPSS) which yielded the result of 0.79 for job satisfaction as measure of independent variable and 0.92 for employee commitment as measure of dependent variable which is deemed reliable, the results of the reliability statistics conducted is shown in table 1.

Table 1. Reliability Test Results

Decomposed variables	Number of items	Cronbach Alpha
Job satisfaction	15	0.79
Employee commitment	3	0.92

Source: SPSS statistical analysis version 22.

Test of Hypotheses

The statistical decision rule of p- value states that the Null hypothesis should be accepted if P- value is greater than alpha value (i.e. level of significant which is 0.05) otherwise it should be rejected while the Alternative hypothesis is adopted.

Table 2. Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.882 ^a	.778	.777		.2347

a. Predictors: (Constant), salary, career growth, recognition.
 Source: Field survey, 2024

Table 2 reported the change in employee commitment which is brought about by the variables of job satisfaction by 778% (.778) as indicated by the adjusted R² value. The independent variables explain 78% of the variability of the dependent variable.

Table 3 Fitness of the Model ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	132.123	1	132.123	232.422	.000 ^b
	Residual	17.312	263	.149		
	Total	149.435	264			

a. Dependent Variable: Employee commitment
 b. Predictors: (Constant), salary, career growth, recognition.
 Source: Field survey, 2024

The *F*-ratio in table 3 shows that the variables of job satisfaction statistically significantly predict employee commitment, $F(1, 263) = 232.422, p < .0005$ (this means that the regression model is a good fit of the data).

Table 4. Regression Analysis of job satisfaction and Employee commitment

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.654	.534		3.121	.000
Salary	.103	.043	.123	1.314	.000
Career growth	.242	.056	.253	3.234	.000
Recognition	.219	.045	.235	3.415	.000

a. Dependent Variable: Employee commitment
 Source: Field survey, 2024

Table 4 above reported the regression analysis result for job satisfaction and employee commitment. The table exhibited that salary which is the first variable has positive effect on employee commitment ($\beta = .123, P < 0.01$). It reported that career growth which is the second variable has positive effect on employee commitment ($\beta = .253, P < 0.01$). It was reported that recognition which is the third variable has positive effect on employee commitment ($\beta = .235, P < 0.01$).

The general form of the equation to predict EC = $\beta_0 + \beta_1S + \beta_2CG + \beta_3ER + \varepsilon$

$$EC = 1.654 + (0.103 \times S) + (2.42 \times CG) + (0.219 \times ER)$$

The multiple regression analysis was employed as an analytical tool for testing the hypotheses earlier formulated.

Decision Rule

If probability value of 0.00 is smaller than critical value of 5% (i.e. $0.00 < 0.05$) we conclude of the given parameter that it is statistically significant. In this situation it is accepted and there is need to reject the null hypotheses in order to accept the alternate hypotheses. Again, the P-value is defined as the lowest significance level at which a null hypothesis can be rejected $P\text{-value} = 0.005 (5\%)$. If the probability value calculated is higher than the critical level of significance, then the null hypotheses is accepted and the alternate hypotheses are rejected.

Conclusions

From the analysis of the study and the hypotheses tested the study concluded that job satisfaction element such as good salaries, career growth and recognition has significantly improved employee commitment and improves employee performance in tertiary institutions in Kogi state particularly in the Federal Polytechnic Idah. The study also concluded that effective job satisfaction will lead to increase productivity and efficiency and will increase employee commitment to their jobs and thereby improve productivity among employees.

Recommendations

From the analysis of the data collected and the conclusion drawn the study recommends that employee salaries should be increased periodically while other incentives be introduced so that the level of employee satisfaction can be enhanced and by extension leads to employee commitment. More so, reward and recognition should be used to increase motivation among employees to increase productivity. More so, employee career growth should be properly articulated and be communicated so that employees can through that be more assured of their continuous growth in the institutions. Finally, employees' recognition be adequately integrated through a defined mechanisms for decision making so that employees can be more committed in rendering their services to the institution.

References

- Adegboyegun, A. E., Ben-Caleb, E., Ademola, A. O., Oladutire, E. O., & Sodeinde, G. M. (2020). Internal control systems and operating performance: Evidence from small and medium enterprises (SMEs) in Ondo state. *Asian Economic and Financial Review*, 10(4), 469-479.
- Ajmal, A., Bashir, M., Abrar, M., Khan, M.M. and Saqib, S. (2015). The Effects of Intrinsic and Extrinsic Rewards on Employee Attitudes; Mediating Role of Perceived Organizational Support. *Journal of Service Science and Management*, 8, 461-470.
- Alawattagama, K. K. (2018). The effect of enterprise risk management (ERM) on firm performance: Evidence from the diversified industry of Sri Lanka. *Journal of Management Research*, 10(1), 75-93.
- Audu, S. (2024). Career Plateuing and Turnover Intention at the Federal Polytechnic Idah, Kogi State. *Journal of Business Management, Innovation and Capacity*, vol. (3) 1, www.journalsofmgmt.com.ng.

- Azim, M. D., Ahmed, H., & Khan, A. S. (2015). Operational performance and profitability: An empirical study on the Bangladeshi Ceramic companies. *International Journal of Entrepreneurship and Development Studies*, 3(1), 63-73.
- Bett, J. C., & Memba, F. S. (2017). Effects of internal control on the financial performance of processing firms in Kenya: A case of Menengai company. *International Journal of Recent Research in Commerce Economics and Management (IJRRCEM)*, 4(1), 105-115.
- Bilal, A., Zia, V.R. (2017). Relationship between work-family conflict, job embeddedness, workplace flexibility and turnover intentions. *Makara Human Behaviour studies in Asia*, 21(2).
- Cheng, Q., Goh, B. W., & Kim, J. B. (2018). Internal control and operational efficiency. *Contemporary Accounting Research*, 35(2), 1102-1139.
- Edna, I.B., Samson Joel A. (2021). Organizational Culture and Performance of Commercial Banks in Kogi State. *Journal of Good Governance and Sustainable Development in Africa*, 6(2),17-26. Retrieved from <http://journals.rcmss.com/index.php/jggsda/article/view/85>.
- Iman, A.M., Wayan, G.S. (2018). The Effect of Job Enrichment and Employee Empowerment to Organizational Commitment with Work Motivation as a Mediation. *International Journal of Economics, Commerce and Management*, VI, 4.
- Koen, V. Asada, H., Nixon, S., & Rahuman, M. (2017). Malatsia's economic success story and challenges.
- Mac-Ozigbo, A., Cross, O.D. (2020). Effect of Job Enrichment on Employees Performance. *International Journal of Research Science and Management*, 7,5.
- Magaji, N., Sanda, A. O., & Asikhia, O. U. (2015). Effect of Job enrichment on employee satisfaction in selected private Universities in southwest Nigeria. *International Journal of Development Research*, 5(11), 6068-6076.
- Nzewi, H.N., Audu, S. (2023). Job Embeddedness and Employees Retention in Deposit Money Banks , Kogi State, Nigeria. *Journal of Public Administration , Policy and Governance Research*, 1(1), 13-32. Retrieved from <http://jpapgr.com/index.php/research/article/view/4>.
- Onyeizugbe, C.U., Orogbu, L.O, Obuebite, R.J., Enamini, S. O. (2018). Job embeddedness and employee performance in selected oil and gas companies in Bayelsa state of Nigeria. *African journal of Business management*, Vol. 12(2).
- Qiao, H., Willmar, C.S., Toon, W. T., Akihito, S., Maureen F.D. (2019). Resources crafting: Is it really resources crafting or just crafting. *Frontiers in psychology*.
- Uchenna, A.C., Audu, S.J. (2022). Dynamic Capability and the Performance of West African Ceramics Limited Ajaokuta, Kogi State. *International Journal of Democratic and Development Studies*, 5(2),15-30. Retrieved from <http://journals.rcmss.com/index.php/ijdds/article/view/605>.
- Von L, Niki D., & William E. (2016). "Wage Dynamics and Racial and Ethnic Occupational Segregation among Less-Educated Men in Metropolitan Labor Markets". *The Review of Black Political Economy*. 43 (1): 35–56. ISSN 0034-6446. S2CID 153954367. doi:10.1007/s12114-015-9222-5.
- Wageeh, N. (2015). The effects of Job embeddedness on Organizational cynism and employee performance: A study on sadat city university, *International Journal of Business administration*, 6(1).
- Wika, H. P., & Setianan, R. A. (2019). Job enrichment, Organizational commitment and intention to quit: the mediating role of employee engagement. *Problems and Perspective in Management*, 17(2).
- Yap, C.S., Lim, Y.M., Jalaludin, F.W., & Lee T.H (2016). Determinants of ICT outsourcing among the locally-owned manufacturers in Malaysia, *Strategic outsourcing: An International Journal*, 9(3).