

## **Organizational Commitment in Workplace: Effect of Perceived Organizational Support and Job Satisfaction Among Banks Employees in Abuja, Nigeria**

<sup>1</sup>Akeem A. Kenku & <sup>2</sup>Sani A. Oshishepo

<sup>1&2</sup>Department of Psychology,  
Nasarawa State University, Keffi, Nigeria

Article DOI: 10.48028/iiprds/ijargpgm.v4.i1.07

---

### **Abstract**

---

The study investigates the effect of perceived organizational support and job satisfaction on organizational commitment amongst selected bank employees in Abuja, Nigeria. Two hundred (200) selected bank employees of which 101 (51%) were males, while 89 (45%) were females. Participants' mean age was 20.73 with a standard deviation of 4.782 and the age ranges from 16-50 years. The study made use of a survey research design and employed a structured questionnaire as a means of data collection. The hypotheses formulated were tested using an independent sample t-test and multiple regression analysis. The findings of the study revealed a significant effect of perceived organizational support on organizational commitment ( $t = -2.603$ ;  $df = 198$ ;  $p < .05$ ). Also, the result shows that job satisfaction influences organizational commitment ( $t = -4.639$ ;  $df = 198$ ;  $p < .05$ ). More so, result explains there was a significant gender difference on organizational commitment ( $t = 4.732$ ;  $df = 198$ ;  $p < .05$ ). Lastly, it is indicated that socio-demographic variables independently and jointly predicted organizational commitment [ $F(3,84) = 7.369$ ,  $p < .05$ ]. In view of these findings, the study concluded that perceived organizational support and job satisfaction, and of course socio-demographic variables have effect on organizational commitment. Consequently, the study recommended organizational support and job satisfaction system should be more encouraged in order to foster commitment among the workforce, and of course strive for diversity workforce.

**Keywords:** *Organizational commitment, Organizational support, Job satisfaction, Banks, Workplace, Nigeria*

---

Corresponding Author: **Akeem A. Kenku**

### **Background to the Study**

Over the years, perceived organizational support and job satisfaction are the most important factors that enhance organizational commitment in Nigeria's service sectors especially banking institutions. This is because banking sector over time, are confronting with one of the toughest challenge of having a committed workforce in order to feature in the worldwide economic competition, as the factors that lead to organizational commitment has suddenly started gaining a lot of attention among industrial and organizational psychologists (Cohen, 2003). While, psychological attachment of bank's employees towards their job and organization is the crux of human resource management in the competitive world (Gautam, 2018). Owing to this development, banks are technologically shifting from manual technology to computerized internet banking system which has created challenge of managing, maintaining and retaining employees (Gautam, 2018). In this course, banks are now concentrating more to maintain and retain such valuable resources so that organizations can enhance performance and productivity. Didem (2015), revealed that high performance and productivity of bank employees depends largely employee's commitment.

In the light of this, therefore, organizational commitment often reflects certain behavioral patterns. Meanwhile, according to Mayer and Allen (1987) organizational commitment is an individual psychological status which specifies the individual's relation with organization that leads to making decision about staying with the organization. Mowday, Stresse, and Porter (1982), also defined organizational commitment as conviction held by staff towards organizational goals and values, having tendency towards significant efforts representing organization as well as high interest in maintaining one's membership in the organization. This implies that the workers accept the goals of the organization, take pride in the organization, participate in all activities and talk positively about the organization. It means recognition with and devotion to the organization and its mission (Mowday et al., 1982). Gbadamosi (2003) opines that organizational commitment is an employee's attitude about his/her company. He maintains that the more favorable an individual's attitudes toward an organisation, the greater the individual's acceptance of the goals of the organization, as well as their willingness to show more commitment on behalf of the organization. Above, all, organization commitment plays an important role, as committed staff or employees not only are likely to remain with the organization (Oshagbemi, 1997) , they are also likely to be actively engaged in developing firm-specific skills and knowledge (Yousef, 2000; Mayer and Allen, 1987), and to contribute creatively to improved work methods and other forms of innovative change to help the organization in achieving higher level of success (Buchman, 1974, Blau & Boal, 1987). More so, organizational commitment has its impact on the general life of the employees, as committed individual's is contented and happy human being. Similarly, a highly committed staff or worker has better physical and mental wellbeing (Aarti, Chahal, Chowdhary, Chahal, 2013).

Bank employees' commitment to the organization can also be influenced by job satisfaction. According to many scholars, job satisfaction has been given more attention in today's organization because job satisfaction will help organization to retain experienced, trained and competent employees (Ahmad et al., 2012; Damiano & Nunzia, 2014, Elizeberth &

Zakkariya, 2015; Nanjundeswaraswamy, 2013, Abu, 2013; Sarlaksha & Mangadu, 2014; Chih-Cheng et al., 2015). In addition, job satisfaction enhances the level of motivation among employees and its direct impact on the quality of the job and productivity level of employees (Ahmad et al., 2012; Seema & Maryam, 2013; Aaron et al., 2015). Additionally, job satisfaction creates loyalty, confidence and commitment to the organization (Kasim and Ghaffar, 2012). It's led to the improvement of productivity and avoid negative behavior such as absenteeism and turnover (Linda & Michael, 2014). It is also found that satisfaction with one's job may influence various aspects of work such as efficiency, productivity, absenteeism, turnover rates, and intention to quit and also an employee's overall wellbeing (Greenberg and Baron, 2008; Smith, Kendall & Hulin, 2007). Meanwhile, Cocks (1969), defined job satisfaction as a positive and favorable reaction that is the result of one's job achievement, appraisal and experience.

According to Vroom (1982), job satisfaction is the emotional inclination of employees towards their current job positions. In the same way, Schultz stated that job satisfaction is basically the psychological behavior of people towards their job. Finally, Lofquist and Davis (1991), described work satisfaction as "positive response of an individual to the target environment that is the result of an individual's judgment of the degree to which his or her needs are met by the environment." Robbins (1998), defined job satisfaction as an attitude which indicates the difference between the amount received by the workers and the amount that they believe they should receive. Generally, job satisfaction is an affective or emotional response toward various facets of one's job. On one hand, bank employee with a high level of job satisfaction holds positive attitudes towards his or her job. If an employee satisfied with these, they will be motivated to do their job effectively and efficiently. But, if an employee did not satisfy with these, they will be demotivated and leads to the inefficient and ineffective in doing their job (Ning Kuang et al., 2009; Ahmad et al., 2012, Seyed & Fatemeh, 2011). More so, bank employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization (Oshagbemi, 2000a, 2000b; Yousef, 1998). On the other hand, an employee who is dissatisfied with his or her job holds negative attitudes about the job (Locke, 1976; Agho, Mueller & Price, 2011).

More importantly, organizational support is worthy of note in this study. As such, organizational support is an important area that determines workers' motivation as well as commitment to an organization (Eisenberger et al., 1986; Rhodes et al., 2002; Aube et al., 2007; Riggle et al., 2009). It is employees' perception that evinces how much his organization supports him in various tasks, routine work, difficult situations in his office and personal life, and how much it cares about his wellbeing (Rhoades & Eisenberger, 2002). Erdogan and Enders (2007) posit that organizational support refers to the degree to which an individual believes that the organization cares about him/her, values his/her input and provides him/her with help and support. The amount of organizational support employees perceive has been proved to influence employees' job attitudes. It shows the extent to which employees feel that they are fairly rewarded by the organization and that firm will make adequate working conditions for them to excel (Aube, Rousseau & Morin, 2007). POS has been linked to be positively related to good organizational outcomes that enhance performance in the

organization. Perceptions of positive organizational support have been found to be positively associated with employee attendance (Eisenberger, Huntington, & Hutchison, 1986), organizational spontaneity and in-role performance, (Eisenberger, et al., 2001), affective organizational commitment (Eisenberger, et al., 2001; Farh, Hackett & Liang, 2007), extra-role behaviour (Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009), and safety at work (Eder & Eisenberger, 2008). Again, perceived organisational support strengthens employees' effort in the organization, resulting in greater efforts to fulfill the organization's goals. On the other hand, unfavorable treatment is likely to result in poor employee behaviour (Cohen-Charash & Mueller, 2007).

From the above, there are numerous investigations that have studied the relationship between organizational commitment and different job attitudes (Mowday; Porter, & Steers, 1982; Locke, 2002). Similar studies have stated that organizational commitment is a predictor of job satisfaction and other organizational context (Mowday; Porter, & Steers, 1982), some say that job satisfaction is a predictor of organizational commitment (Oshagbemi, 2000b). Also, researchers have made the case that organizational support is a predictor of organizational commitment (Porter, Steers, Mowday, & Boulian, 1974; Price, 1977, Rose, 1991). In any of the way, strong relationship between organizational commitment, job satisfaction, and perceived support cannot be ignored. Despite, no attempt has been made to assess or provide insight into how these variables are linked to the organizational commitment that is consistent. Also, there still exist some ambiguities with respect to these outcomes, as some results are mixed and unpredictable. It is a known fact that most existing studies have explored the commitment of other population with less attention given to the financial institution's personnel. Therefore, the study aims to investigate the effect of organizational support and job satisfaction on organizational commitment of selected banks employees in Abuja, Nigeria.

### **Statement of the Problem**

The Nigerian banking sector appear to have recognized the role and importance of organizational commitment. To some scholars, organizational commitment cannot be overemphasized, and considering it pivotal role since the 1950s in the literature of organizational behavior and it is more often associated with job satisfaction, organizational citizenship behavior, burnout, motivation, and loyalty (Ogunbamila, 2013). There are many factors that affect organizational commitment. According to Meyer and Allen (1997), some of the factors that predict organizational commitment are unemployment, job insecurity, low level of motivation etc. Mowday Porter, and Steers (1982) identified predictors of organizational commitment to include but not limited to age, work tenure, educational level, well developed group leader and favorable work characteristics. Ogunbamila, Ogunbamila and Adetula (2010) also identified factors like team size and team perception as predictors of organizational commitment. Some of the consequences of employees' low level of workplace commitment include, but not limited to, intention to leave the organization, low productivity, absenteeism and low level of job performance (Matthew & Zajac, 1990).

There is divergence of opinions among researchers, as regards organizational commitment of Nigerian workers. Some researchers believed that Nigeria workers are not committed to the

organization (Olugbile, 1996), other believed that they are committed to organizational goals but it is the organization that do not show commitment to the plight of the workers (Abraham, 1999). Generally, there is paucity of researches on the correlates of organizational commitment among industrial workers in Nigerians. More so, there are inconsistencies in previous research on the social and psychological factors predicting organizational commitment of Nigerian workers especially among the bank employees. This study, therefore, aims to find out how the effect of job satisfaction and organizational support could bring a significantly organizational commitment among banks employees in Abuja, Nigeria.

### **Objectives of the Study**

The general objective of this study is to ascertain the empirical role of organizational support and job satisfaction on organizational commitment among bank employees in Nigeria. Other objectives include:

- (1) To ascertain the significant difference between low and high job satisfaction on organizational commitment among selected banks in Abuja, Nigeria.
- (2) To assess the significant unfavorable and favorable organizational support on organizational commitment among selected banks in Abuja, Nigeria.
- (3) To determine the significant gender difference on organizational commitment among selected banks in Abuja, Nigeria.
- (4) To find out the significant joint and independent prediction of marital status, length of service and educational qualification on organizational commitment among selected banks in Abuja, Nigeria.

### **Hypotheses**

The hypotheses of this study are as stated below:

1. Bank workers with favorable organizational support will score higher on organizational commitment than their counterpart with unfavourable organizational support.
2. Bank workers with high job satisfaction will score higher on organisational commitment than their counterparts with low job satisfaction.
3. Male bank employees will significantly score higher than female bank employees on organizational commitment.
4. Marital status, length of service and educational qualification will jointly and independently predict organizational commitment among bank employees in Nigeria.

### **Review of Empirical Studies**

#### **Relationship between Job Satisfaction and Organizational Commitment**

Job satisfaction is an important predictor of organizational commitment (Mowday et al., 1982). Many authors have researched their relationship, (Warsi, Fatima, & Shibzada, 2009), focused on job satisfaction and work motivation to determine the employee commitment for an organization. According to them, job satisfaction has the stronger impact on the organizational commitment than by the work motivation. The increased commitment will result in the fast accomplishment of the organizational objectives (Warsi et al., 2009).



Mowday et al., (1982) also found that organizational commitment can be strongly predicted by job satisfaction and it is reported that the job satisfaction and organizational commitment are positively associated with each other. According to them organizational commitment and job satisfaction enhance each other with in any organization. His finding supported the result obtained by (Baquer, 2012), which leads outcome that higher satisfaction leads to higher organizational commitment. Similarly, (Spector, 2000), reported his finding that job satisfaction results in an increased performance and organizational commitment which leads to the success of the organization. Abdullah and Ramay (2012), found that employees who have higher commitment with the organization tend to be more satisfied. It means that the higher satisfaction leads to higher organizational commitment.

Also, other researchers have made the case that job satisfaction is a predictor of organizational commitment and results indicate that satisfied employees tend to be committed to an organization, and employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviors helpful to the organization (Aamodt, 2007; Price, 1997, Rose, 1991). However, Kalleberg and Mastekaasa (2002) reported a non-significant relationship between job satisfaction and commitment. Another reason as to why satisfaction will lead to commitment is that a higher level of job satisfaction may lead to a better family life and a reduction in stress. The reason is because an employee's feelings of jobs satisfaction may affect his or her emotions. This feeling will affect the worker's behaviours inside and outside the organization (Ting, 1997; Morrison, 1997; Bosholf & Mels, 1995; Kreither & Kinicki, 1992). When a worker is dissatisfied with his or her job, the employee may have negative emotions.

Conversely, low level of job satisfaction among employees have been shown to produce various undesirable behaviours, such as using the organization's time to pursue personal tasks, psychological and practical withdrawal from the job, and behavioural changes that alter the work place environment (Hunt, Chonko & Wood. 1985). Additional negative consequences associated with low levels of job satisfaction include attendance problems, higher rate of turnover, early retirements, lack of active participation in the job task, and psychological withdrawal from work (Okpara, 2006; Akpan, 2007).

### **Relationship between Perceived organizational support and Organizational commitment**

Many studies have supported the positive relationship between perceived organisational support and organizational commitment in past decades (Alijanpour, Dousti, & Khodayari, 2013; Arshadi, 2011; Aube et al., 2007; Eisenberger et al., 1990). An empirical study conducted by Tansky and Cohen (2001) found that there was a positive relationship between perceived organizational support and organizational commitment. These results concur with the findings of Eisenberger et al. (1986), that perceived organizational support influences organizational commitment. Eisenberger et al.'s (1986) results also suggest that if organizations make efforts to develop their managers, the manager would become more committed to the organization. A study conducted by Colakoglu, Culha, and Atay (2010), found that employees' organizational commitment and perceived organizational support exhibited a strong reciprocal and positive relationship. Riggle, Edmondson and Hansen

(2009), found perceived organizational support to be an important factor in revealing organizational commitment.

In addition, studies examining the relationship between perceived organizational support and the dimensions of organizational commitment (affective, normative, and continuous) separately. These studies found perceived organizational support to have an effect on affective commitment (Aube et al., 2007; Eisenberger et al., 1986; Eisenberger et al., 1990, LaMastro, 2008). According to the results of these studies, employees who feel supported by their organization and feel valued as an employee in their organization are much more attached to the organization. Rhoades and Eisenberger (2002), purport that the relationship between perceived organizational support and affective commitment is explained by the Social Identity Theory. This theory suggests that employees remain loyal when they feel their organizations values and appreciates them (Rhoades & Eisenberger, 2002). If the organizational support meets the employees' needs for praise and approval, the employee would incorporate organizational membership into self-identity and thereby develop a positive emotional bond (affective commitment) to the organization. Similarly, according to Kim et al. (2005), when employees view their organization as supportive, it is likely that they feel a strong desire to maintain membership in their organization.

Consequently, some reports also found that perceived organizational support has a positive relationship with normative commitment. In other words, employees will feel a greater sense of obligation to remain if they view the organization as supportive (Aselage & Eisenberger, 2003). According to Eisenberger et al. (1997), perceived organizational support creates a sense of obligation within individuals to repay the organization. Normative commitment according to McDonald and Makin (2000), is based upon generally accepted rules about reciprocal obligations between organizations and their employees. This is based on the Social Exchange Theory, which suggests that a person receiving a benefit is under a strong obligation to repay it in some way (McDonald & Makin, 2000).

In another studies Aselage et al., (2003), who explain why perceived organizational commitment is related to continuance commitment in a negative way. Allen et al. (2003), suggest that perceived organizational support reduces the feelings of entrapment (continuance commitment) that develops when employees are forced to stay with their organization because of the high costs associated with leaving. Dawley et al. (2010) also found that an employee who perceived greater support from their organization expressed lower levels of continuance commitment than those who reported less organizational support expressed by their employers. Aube et al. (2007) report that a high level of perceived organizational support may help to restore the balance between the benefits awarded by the organization and the contributions of the individual. When individuals perceive a high level of organizational support, the costs attached to leaving their job will be perceived as being less significant than if they thought that they had given a great deal to the organization without having received anything in return. Overall, it appears that employees with higher levels of POS are likely to be more committed and possibly more willing to engage in extra role or “organizational citizenship “behaviors (Organ, 1988) than are employees who feel that the

organization does not value them as highly. According to Ozdeveciohlu (2003), a supportive organization focuses on encouraging employee's creativity, working conditions, communication within the organization, justice, and praising employees. In addition, as Selcuk (2003), pointed out, supportive organization also focuses on acknowledging the employees, and creating an honest environment.

### **Demographic Factors and Organizational Commitment**

Demographic factors play an important role in determining organizational commitment. While scholars have asserted that personal features like gender, age, and organizational tenure would influence organizational commitment (Mayer & Allen, 1997). In line with subject, some studies have found that personal variables such as age, tenure, education, gender and marital status played a significant role in enhancing employees side bets (Becker, 1960; Hrebiniak & Aluto, 1972; Stevens et al., 1978), while other have not found a significant relationship between these variables and organizational commitment (Ritzer & Trice, 1969; Aven et al., 1993). For instance, as mentioned by Aven et al. 1993 (cited in Gutek & Cohen 1987, Loscocco 1990) job model implies that both men and women possess equivalent commitment levels while gender model suggests that different levels of commitment are exhibit by men and women in the workplace. Also, Fisher et al. (2010), suggest that men and women perceive organizational commitment in different ways which reflects that there is a direct link between gender and organizational commitment. Also, demographic factors such as age, tenure, and education level have been associated with organizational commitment (Abdulla & Shaw, 1999; Chughtai & Zafar, 2006; Dodd-McCue & Wright, 1996; Luthans, McCaul & Dodd, 1985; Morrow, 1993; Salami, 2008), however, Mathieu and Zajac (1990) and Weidmer (2006) in Salami (2008), found that demographic factors were not significant predictor of organizational commitment.

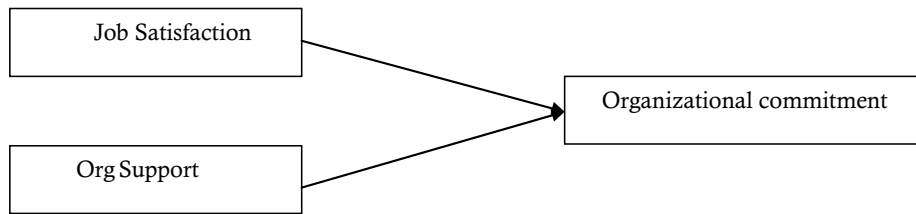
Level of education is another demographic factor that has been related to organizational commitment. Similarly, Mathieu and Zajac's (1990), meta-analysis confirmed highly educated individual may have less commitment since they may have other opportunities of employment. Commitment is usually stronger among long-term stay employees (Newstrom, 2007). Meyer, Herscovitch and Topolnytsky (2002), found a significant and positive relationship between organizational commitment and organizational tenure. They further suggest the possibility that the longer a person works in an organization and the older they become their feelings of responsibility for outcomes relevant to them also increases. Salami (2008) also identified a positive and strong relationship between organizational tenure and organizational commitment. Literature shows that married people more committed compare unmarried people. It is because unmarried people seek more freedom and will try to satisfy with their desire job. Therefore, they will try to work in different organization until they feel stabile and secured with their job. Married people are more committed with their organization (Irfanullah et al., 2013; Yuen-Onn, Chia-Guan, Yan-Teng & Chun-Eng, 2013). It is because they are responsible to their family and need stability job.

### **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.



**Figure1:** The conceptual model for the research variables and their relationships



**Source:** Author's compilation

The researchers have developed a conceptual framework for this study based on the review of literature and the research variables namely, job satisfaction, job satisfaction and organizational commitment. Mowday, Steers and Porter (1992) pointed out that job satisfaction shapes immediately after entering an organization while organizational commitment develops slowly. This suggests that job satisfaction and organizational support are pre-requisite of organizational commitment. The research findings of Bull (2005) support this assertion. Employees in any organization need a stable working environment. They do not want risk and are willing to stay in an environment that provides satisfaction rather than optimized change (Kirmizi & Deniz, 2009). This fact was confirmed by the study of Abdullah and Ramay (2012) who reported that organizational support increases organizational commitment. The conceptual model for this study is presented in Figure I and it shows how the independent variables (organizational support and job satisfaction) relate to the dependent variable (organizational commitment).

## **Method**

### **Research Design**

This study adopted a cross sectional survey design. This was because the participants were selected from different banks in Abuja, Nigeria. The independent variables are perceived organizational support, job satisfaction; while the dependent variable is organizational commitment. Relying on a quantitative approach, the study used a questionnaire to collect data from the study population. The sample therefore covered all categories of staff including the management cadre. The study target population comprised of all employees ranging from junior to senior managers' who are presently working in the respective banks (Central Bank Annual Report, 2022).

### **Research Setting**

This study was conducted in five commercial banks in Garki, FCT, Abuja, Nigeria. These banks were chosen from Garki Central Area Abuja. This is because, we have concentration of banks in Garki, Abuja. As a result of this factor, it is expected that the banks located there will have more customers to attend to compared with those that are located in the rural areas.

### **Sampling Technique**

For the purpose of the study, a simple random sampling technique was used to select six banks, namely: Fidelity; UBA; Jaiz; FCMB, Polaris; and First Bank. Thereafter, convenient

sampling method was adopted to draw 200 employees, who participated in the study based on branch, job status, job schedules, and work department. Part-time workers were excluded since collecting data from them will be cumbersome.

### **Participants**

Two hundred bank employees were selected from five commercial banks (namely: Fidelity; UBA; Jaiz FCMB, Polaris; and First Bank), using a combination of purposive and simple random sampling techniques. Participants demographic characteristics shows that 101 (51%) were males, while 89 (45%) were females. Their age ranged from 20- 50 years of age. On their ethnic group, 36 (40.0%) were Hausa/Fulani, 22 (24.4%) were Yoruba, 13 (14.4%) were Igbo while 19 (21.1%) were from other ethnic groups. In terms of their religion, among the sampled participants, 46 (51.1%) of the respondents were Christians, 42 (46.7%) were Muslims while 2 (2.2%) of the sampled respondents were from other religious affiliations. With respect to the education qualification, NCE representing 13.5% of the total respondents, B.Sc /B.Ed / HND representing 78.0%, M.Sc/MA/MBA representing 7.5% of the total respondents. The position occupied by the respondents in their respective organization was also varies from junior level to management level. In all, 125 junior staff employees representing 62.5% of total respondent, senior staff was 48 representing 53.0% of the total respondent in the sample while management staff was 27 representing 35%. Moreover, 27 (30.0%) of the sampled respondents were single, 49 (54.4%) were married, 10 (11.1%) were divorced while 4 (4.4%) were separated. Conclusively, 23 (12.8%), 121 (67.2%), and 36 (20%) have between 1-2 years, 2-5 years, and above five years of work experience.

### **Measures**

In the study, a structured questionnaire which consists of four sections were used to collect data. The Section A measured the demographic information of the respondents. These include: age, gender, educational level, tenure, marital status and religion. Section B measured the employees Job Satisfaction. For Section C, it measured of the respondents. While, Section D measures Organizational Support Scale (POSS),

### **Perceived Organizational Support (POS)**

POS was measured with the 17-item short version of Eisenberger et al.'s (1986) Survey of Perceived Organizational Support (SPOS). The 17-item scale has been shown to be unidimensional with internal reliability estimates (Cronbach's alpha) of 0.90 and higher (Eisenberger et al., 1997; Rhoades & Eisenberger, 2002). However, an exploratory analysis of responses in this study showed that the negatively worded items loaded in to a separate factor. As a result, the analysis was carried out using the 10 positively worded items of the POS scale (Eisenberger, 2004). Participants respond to these items using five response options (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree or Disagree, 4 = Agree, 5 = Strongly Agree). Participant responses were averaged to create an overall perceived organizational support score ranging from 1 to 5. Higher scores indicate that respondents perceived their organization to be more supportive. Cronbach  $\alpha$  was .94, indicating high reliability of the scale.

### **Job Satisfaction**

This was tapped using the 20 items Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss, Dawis, England and Lofquist (1967). The scale was scored on a 5-point Likert scale of very satisfied (1) to very dissatisfied (5). Respondents are requested to indicate the extent of their satisfaction or dissatisfaction with some job-related factors e.g., variety, compensation, recognition, working conditions, supervision, etc. Sample on the items include "on my present job, this is how I feel about" and "Being able to keep busy all the time". Weiss and colleagues (1967) reported test-retest reliabilities coefficients of .89 at one-week interval and .70. In Nigeria, Mogaji (1996) obtained a 10-week test-retest reliability coefficient of .71 in a Nigerian sample. In this study a reliability coefficient of .85 and moderate split-half reliability of .78 were obtained. Scores on MSQ range from 20-100 with higher scores indicating higher job satisfaction

### **Organizational Commitment (OC)**

Organizational Commitment Scale (OCS) was developed by Meyer and Allen (1991) to measure the extent to which employees are affectively attached to the achievement of the goals and values of their organization. OC is rated on a 5-point Likert Scale 1 = Strongly Agree to 5 = Strongly Disagree. It has three sub-scales or component: affective (5 items) Normative (9 items) and continuance (14 items). Sample item include: "I really feel as if the organization problem are any problem" (affective), I like, eat, and breathe this job (normative), and "my loyalty is to any work and not any particular organization (continuance). Meyer and Allen (1991) and Cohen (1996), provided the psychometric properties of the scale. Meyer and Allen (1991) reported a .87 reliability coefficient. Cohen (1996) obtained a concurrent validity coefficient of .69. Warr, Cook and Wall (1980) correlated OC with overall job satisfaction obtained a concurrent validity coefficient of .62. Among a Nigerian sample, the scale had a Cronbach's alpha of .82 (Meyer et al., 1999). The present study had a Cronbach's alpha .87. A high score on the scale shows high organizational commitment, while low score on the scale shows low commitment.

### **Procedure**

Prior to the administration of the questionnaire to participants, the researcher sought and obtained permission from the management of the five banks that participated in the study. The purpose of the study was explained to participants as they were also given the assurance of confidentiality and anonymity of their identities and responses. In addition, the respondents were told that there was no right or wrong answers and as such they should try to be as honest in their responses. To further conceal the identity of the participants, they were not requested to indicate their names, departments or units in the questionnaire. The questionnaires were distributed to employees who were willing to participate in the study. The researcher administered two hundred and fifty questionnaires to employees who consented from each bank. Out of the two hundred and fifty questionnaires administered, only two hundred were found usable for the analysis. This yielded a response rate of 80%.

### Data Analysis

In the study, first, the data were analyzed with frequency and percentage. In the second phase, complimentary statistical values of sub dimension Organizational Commitment, Job Satisfaction and Perceived Organizational Support Scales were done and then commented. T-test analysis was made to discover the differences according to categorical independent variables of both scales. Finally, multi-regression analysis was done to determine for independent variables and its effects on it for both scales. All the statistical tests were tested and significance level was accepted at 0.05 level. In order to analyze the data, SPSS was used.

### Results

Hypothesis one which posited that there will be a significant difference between favourable and unfavourable organizational support on organizational commitment was tested using an independent t-test and result is presented in table below

**Table 1:** Summary of independent t-test showing difference between favorable and unfavourable organizational support on organizational commitment.

DV	Organizational support	N	Mean (x)	SD	t	df	p
Organizational commitment	Favourable	95	84.38	13.21	2.18	198	< .05
	Unfavourable	105	77.89	20.79			

**Source:** Field survey, (2022) Significant at  $p < 0.05$

Table 1 Result revealed that there is a significant difference between favourable and unfavourable organizational support on organizational commitment among banks employees ( $t(198) = 2.18; P < .05$ ). Further, from the table, favourable employees ( $x = 84.38, SD = 13.21$ ) perceived a significantly higher organizational commitment than unfavorable employees ( $x = 77.89, SD = 20.79$ ). This implies that employees with favourable perceived organizational support are more committed to their job than those with unfavourable organizational support. The hypothesis was therefore confirmed.

Hypothesis two which stated that there will a significant difference between high and low level of job satisfaction on organizational commitment was tested using an independent sample t-test and result is presented in table 2 below.

**Table 2:** Summary of independent t-test showing difference between high and low Job Satisfaction on Organizational Commitment.

DV	Job satisfaction	N	Mean (x)	SD	t	df	p
Organizational commitment	High	125	85.60	16.15	4.639	198	< .05
	Low	75	74.13	17.37			

**Source:** Field survey, (2022) Significant at  $p < 0.05$

The above the t-test result shows that there was significant difference between high and low level of job satisfaction on organizational commitment among employees ( $t(198) = 4.639; p < .05$ ). In furtherance to this result, therefore, employees with high level of job satisfaction scored ( $x = 85.60, SD = 16.15$ ) on organizational commitment while those with low level of job satisfaction scored ( $x = 74.13, SD = 17.37$ ). This implies that employees with high job satisfaction are more committed to their job than those with low level of job satisfaction. The hypothesis was therefore confirmed.

Hypothesis three which states that male employees will significantly score higher on organizational commitment compared to female employees was tested using an independent sample t-test. The result is presented in table 3 below:

**Table 3:** Summary table of an independent sample t-test comparing employee's gender on organizational commitment.

DV	Gender	N	Mean (x)	SD	t	df	p
Organizational commitment	Male	111	86.37	15.15	4.732	198	< .05
	Female	89	74.98	18.22			

**Source:** Field survey, (2022) Significant at  $p < 0.05$

The result of the t-test shown in Table 3 reveals that there was significant gender difference on organizational commitment among employees ( $t(198) = 4.732; p < .05$ ). From the mean score result, male employees scored ( $x = 86.37, SD = 15.15$ ), while the female employees scored ( $x = 74.98, SD = 18.22$ ) on organizational commitment. This implies that male employees score higher than female employees on organizational commitment; which confirm the hypothesis that there is significance gender difference on organizational commitment.

Hypothesis four which posited that marital status, length of service and educational qualification will jointly and independently predict organizational commitment among was tested using multiple regression analysis.



**Table 4:** Regression analysis table showing the influence of the predictor variables on Organizational Commitment

Predictors variables	$\beta$	t-value	Sig	R	R <sup>2</sup>	F	p
Marital status	-0.250	-2.403	<.05	0.451	0.208	7.369	<.01
Length of service	0.405	3.528	<.001				
Educational qualification	-4.415	-3.820	<.001				

The result shows that predictors variables (marital status, length of service, educational qualification) jointly explain or accounts for about 21% of the change observed in the prediction of organizational commitment among employees ( $R^2 = 0.208$ ,  $F(3,84) = 7.36$ ,  $p < .01$ ). Result also demonstrated that independently, marital status ( $\beta = -0.250$ ,  $t = -2.403$ ,  $p < .05$ ), length of service ( $\beta = 0.405$ ,  $t = 3.528$ ,  $p < .01$ ), and educational qualification ( $\beta = -0.415$ ,  $t = -3.820$ ,  $p < .001$ ) were significantly independent predictors of organizational commitment respectively. Based on the results, the hypothesis was confirmed.

### Discussions

The study aims to evaluate the effect of perceived organizational support and job satisfaction on organizational commitment among banks employees in Abuja, Nigeria. While, the four propositions tested were all confirmed. The first hypothesis which states that employees with favourable perception of organizational support will significantly score higher on organizational commitment compared to those with unfavourable organizational support was accepted. The reason for this is that employees feel supported by their organization and feel valued as an employee in their organization. This result agrees with (Yoon and Lim, 1999) who concluded that employees with greater co-workers and supervisor support experience more perceived organizational support than those that did not. The findings also corroborate earlier studies who revealed that perceived organizational support is a significant factor in employees' commitment to their organization (Rhoades and Eisenberger, 2002). However, the findings of the present study is at variance with that of (Aube, Rousseau and Morin, 2007) who opines that organizational support is not a determinant factor for commitment, as other factors are equally important for them to excel.

The second hypothesis which posited that employees with high job satisfaction will significantly score higher on organizational commitment than those with low level of job satisfaction. Based on the outcomes of analysis, the hypothesis was confirmed. This implies that employees with high job satisfaction are more committed to their job than their counterpart with low job satisfaction. The probable explanation for this confirmation could be that a higher level of job satisfaction may lead to a better family life and a reduction in stress. Another reason is because an employee's feelings of jobs satisfaction may affect his or her emotions. This finding is in line with the findings of Ting (1997); and Morrison (1997); Kreither and Kinicki (1992) that feeling will affect the worker's behaviours inside and outside the organization. In the same vein, present result validates (Aamodt. 2007; Price, 1997; Rose, 1991) who in their studies, asserted that employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and

engage in behaviors helpful to the organization. However, this result does not agree with the study of Kalleberg and Mastekaasa (2002) who reported a non-significant relationship between job satisfaction and commitment. Also, result tally with Price and Mueller (1986) who found no significant relationship between job satisfaction and organizational commitment.

Furthermore, hypothesis three postulated that there would be a significant gender difference in organizational commitment. The study result shows that male employees are more committed than their female counterparts to organizational commitment. Thus, the hypothesis was therefore accepted. Given this outcome, the variation may be because, in African settings, men are given dual work in terms of responsibilities to do. This makes men to be hardworking and always ready to give their best; as a result, makes them committed to their organizations. This scenario is consistent with the findings of Adedeji and Abimbola (2012) who reported that males were found to be more committed to their respective organizations compared to females in service sectors in Ghana; and that males are seen as more powerful than females employees; which suggest that male workers' contribution to the growth of their organizations was a result of variations in their perception of the organizational commitment. However, current results were not in harmony with other studies that found that male and female workers did not in any way differ significantly on job commitment and that both male and female employees will be committed to their organization at the same level (Julie and Elizabeth, 2010). It also disagrees with Kenku (2018), who posits that there is no gender difference in organizational commitment because women are equally essential as men in every facet of human endeavors. Also related to this were Igbaria and Siegel (1992), who noted that women were able as men when given similar work exposure and if provided with an equivalent level of work conditions.

The last proposition stated that marital status, length of service, and educational qualification will jointly and independently predict organizational commitment. While results revealed that all the socio-demographic variables jointly and independently predicted organizational commitment. This can be explained in terms of the fact that personal characteristics cannot be de-emphasized in human organizations. These results are consistent with a number of previous researchers who found the length of service is correlated with organizational commitment (Mathieu and Zajac, 1990; Meyer et al., 2002; Newstrom, 2007; Salami, 2008; Steers, 1977). They further suggest the possibility that the longer a person works in an organization and the older they become their feelings of responsibility for outcomes relevant to them also increases. This argument was further attested by Newstrom (2007). Literature also shows that educational qualification is also one of the demographic factors that give impact organizational commitment (Mubarak et al., 2012). He noted that qualification in general, will usually have good attendance records, demonstrate a willing adherence to company policies, and have lower turnover rates. More so, married people are more committed compared to unmarried people. It is because they are responsible to their family and need stable jobs, as such, they are more committed to the organization. Notwithstanding, the finding is inconsistent with that of some literature who found that there is a significant negative relationship between some demographic factors like the educational level and

organizational commitment (Glisson & Durick, 1988; Mathieu & Zajac, 1990; Mowday et. al., 1982, Salami, 2008).

### **Conclusion**

Based on the findings, this study has empirically demonstrated that both perceived organizational support and job satisfaction bank employees have the same level of commitment towards their organization. More importantly, the study results revealed that bank employees who have favourable support showed more commitment to their organization than bank employees who have unfavourable support. Similarly, bank employees with high job satisfaction exhibited commitment as against those who showed low satisfaction. Finally, all levels of demographic characteristics have a significant effect on organizational commitment.

### **Recommendations**

In view of the study results, therefore, the followings are recommended:

1. Managers should have a better theoretical and practical understanding of the significant positive link between POS and OC.
2. Managers should increase organizational support that ultimately intensifies employees' commitment to their organizations.
3. In other words, for boosting the employees' commitment, managers should emphasize factors like organization's rules and policies, reward volume and system, decision-making procedure, etc. for the well-being of the employees.
4. Further, steps should be taken so that organizations value employees' efforts and care about their well-being.
5. Lastly, organizational support and job satisfaction system should be more encouraged in order to foster commitment among the workforce, and of course strive for diversity workforce.

### **Limitations of the Study**

The authors do not claim the comprehensiveness of this data. The data was collected from one geographical region and that might have introduced some bias in the study. Further, the study did not take all elements of organizational factors into cognizance. For example, hierarchies, work settings, autonomy, and organizational politics were not considered in this study as parts of organizational factors. Consequently, this research is only conducted in Abuja. This limitation may decrease the ability or generalizing the results of this research to other organizational settings. Lastly, this research employed a small number of samples and it is exposed to bias issues.

### **Suggestions for Future Research**

Future research may improve if the researcher considers the following suggestions: first, the findings of this research may produce different results if this research is done in more than one organization. Second, the weaknesses of the study design may be overcome by using a longitudinal research design to collect data and describe the patterns of change and the direction and magnitude of causal relationships amongst variables. It is recommended to

conduct further research using larger sampling to represent the population in order to reduce the biases.

## References

- Aarti, C., Chahal, S., Chowdhary, B. & Chaha, J. (2013). Job satisfaction among bank employees: An analysis of the contributing variables towards job satisfaction. *International Journal of Scientific & Technology Research*, 2(8), 11-20.
- Abdullah, M. & Ramay, M. I. (2012). Antecedents of organizational commitment of banking sector employees in Pakistan. *Serbian Journal of Management*, 7(1), 89-102.
- Adekola, B. A. (2012). The impact of organizational commitment on job satisfaction: A study of employees at Nigerian Universities, *International Journal of Human Resource Studies*, 2(2), 1-18
- Adeniji, A. A., Osibanjo, A. O., & Iruonagbe, T. C. (2019). From job satisfaction to organizational commitment: the mediating influence of perceived treatment of diversity among Nigeria's public healthcare employees, *Journal of Medical Science*, 7, 2031–5.
- Allen, M. W., Armstrong, D. J., Reid, M. F. & Riemenschneider, C. K. (2008). Factors impacting the perceived organizational support of IT employees, *Journal of Information & Management*, 45, 556-563.
- Arnett, Z. A., Laverie, U. I. & McLanes, E. T. (2002). Pay satisfaction and organizational outcomes, *Personnel Psychology*, 58, 613-640.
- Aryee, S. (1994). *Job involvement: An analysis on its determinants among male and female teacher*, Available online: [http://www/ifindcetics.com](http://www.ifindcetics.com). Accessed in August, 2013
- Aselage, J. & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration, *Journal of Organizational Behavior*, 24(5), 491-509
- Bambale, A. J. (2014). Research methodological techniques as a model for quantitative studies in social sciences, *British Journal of Economics, Management & Trade*, 4(6), 862-879,
- Baquer, K. A. (2012). Cross-cultural study of job satisfaction and organizational commitment of bank employees of Iran and India, *Journal of Basic and Applied Scientific Research*, 2(1), 605-609.
- Bashir, S., & Ramay, M. I. (2008). Determinants of organizational commitment: A study of information technology professionals in Pakistan Mohammad Ali Jinnah University, Islamabad. *Institute of Behavioral and Applied Management*, 9(2), 12-20.

- Benkhoff, B. (1997). Ignoring Commitment is costly: new approaches established the missing link between commitment and performance, *Human Relations*, 50, 701-726.
- Bhaga, T. (2010). The impact of working conditions on the productivity of nursing staff in the midwife obstetrical unit of Pretoria, *Applied Psychology*, 23, 56-90
- Bhattacharjee, A. (2012). *Social science research: Principles, methods, and practices (2nd ed.)*, Creative Common Attribution, 65.
- Bodla, M. A., & Naeem, B. (2008). What satisfies pharmaceutical sales-force in Pakistan? *International Journal of Knowledge, Culture, & Change Management*, 8, 23-45.
- Boshoff, C. & Mels, G. (1995). Role stress and job satisfaction: Their supervisory antecedents and their influence on organizational commitment. *Journal of Industrial Psychology*, 21(1), 25-32.
- Brown, S. P. & Peterson, R. A. (1993). Antecedents and consequences of salesperson job satisfaction: meta-analysis and assessment of causal effects, *Journal of Marketing Research*, 30(1), 63-77
- Bull, I. H. F. (2005). *The relationship between job satisfaction and organizational commitment among high school teachers in disadvantaged areas in the Western Cape*, Available online: <http://etd.uwc.ac.za/usrfiles/modules/ed/docs>. Accessed in September, 2013.
- Clugston, M. (2000). The mediating effects of multidimensional commitment on job satisfaction and intent to leave. *Journal of organizational Behaviour*, 21 (4), 477-486.
- Cranny, E. R., Smith, I. I. & Stone, T. U. (2014). Determinants of job satisfaction among police officers, *International Journal of Modern Sociology*, 24(1), 109-16
- Didem, P. (2015). Analysis of the Relationship between Human Resources Management. *International Strategic Management Conference 2015*.
- Eisenberger, R., Cummings, J., Armeli, S. & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction, *Journal of Applied Psychology*, 82, 812-820.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C. Sucharski, I. L. & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention, *Journal of Applied Psychology*, 87(3), 565-573.
- GautamI, P. K. (2018). Issue of organizational commitment: Evidence from Nepalese banking industry, *Journal of Social Science*, 15(3), 119-219



- Gbadamosi, G. (2003). HRM and the commitment rhetoric: Challenges for Africa, *Management Decision*, 41,274-280
- George, A. S., & Jones, A. T. (2005). Job satisfaction among urban secondary- school teachers in Namibia, *South Africa Journal of Education*, 28, 135-154.
- Greenberg, R.U. & Baron, I. F. (2008). Pay enough or don't pay at all, *Journal of Economics*, 115, 791–810.
- Hunt, S. D., Chonko, L.B., & Wood, V. R. (1985). Organizational commitment and marketing, *Journal of Marketing*, 49(1), 112 – 126.
- Jalonen, P., Virtanen, M., & Vantera, J. (2006). Predictor of sustained organizational commitment among nurses with temporary job contacts, *Journal of Nursing Administration* 36(5), 268-276.
- Kalleberg, A. L. & Mastekaasa, A. (2001). Satisfied movers, committed stayers: The impact of job mobility on work attitudes in Norway, *American Sociological Review*, 28, 183 – 209.
- Kreither, R. & Kinicki, A. (1992). *Organizational Behaviour* (2nd ed.), New York: Irwin
- Locke, R. M. (2002), Job satisfaction among urban secondary-school teachers in Namibia, *South Africa Journal of Education*, 28, 135- 154.
- Mathieu, J. E. & Zajac, D. M. (1990). A review and met- analysis of the antecedents, correlates and consequences of organizational commitment, *Psychological Bulletin*, 108 (2), 171-194.
- Meyer, J. P. & Allen, N. J. (1984). Testing the "side-bet theory" of organizational commitment: some methodological considerations, *Journal of Applied Psychology*, 69, 372-378.
- Morrison, K. A. (1997). How franchise job satisfaction and personality affect performance, organizational commitment franchisor relations, and intention to remain, *Journal of Small Business Management*, 35 (3), 39-68.
- Moynihan, D. P. & Pandey, S. K. (2007). *Finding workable levers over work motivation comparing job satisfaction, Job involvement, and organizational commitment*. University of Wisconsin –Madison, the University of Kansas, Lawrence. Available at: <http://aas.sagepub.com> Retrieved January 17, 2012.
- Ndulue, T. I., & Ekechukwu, H. C. (2016). Impact of job satisfaction on employee's performance: A study of Nigerian Breweries plc Kaduna state branch, Nigeria, *Kuwait Chapter of Arabian Journal of Business and Management Review*, 5(11), 13-23.

- Ogungbamila, A. (2013). Psycho-social predictors of organisational commitment among selected banks employee in Nigeria, *European Scientific Journal*, 10(14), 447-457
- Ogungbamila, B., Ogungbamila, A., & Adetula, G. A. (2010). Effects of team size and work-team perception on workplace commitment: Evidence from 23 production teams, *Small Group Research* 41(6), 725-745
- Okpara, J. O. (2006). Gender and the relationship between perceived fairness in pay, promotion and job satisfaction in sub-Saharan African economy, *Women in management Review*, 21(3), 224-240.
- Olugbile, N. (1996). Motivation and work productivity among Nigerian workers paper presented at the First National Workshop on Organizational behavior, *Ibadan European Journal of Social Sciences* 15(3) 20-24
- Oshagbemi, T. (1997a). Job satisfaction and dissatisfaction in higher education, *Education & Training*, 39(9), 354-359.
- Oshagbemi, T. (200b). Is length of service related to the level of job satisfaction? *International Journal of Social Economics*, 27(3), 213-226
- Price, J. L. (1997). *The study of turnover* Ames, IA: Iowa state University Press.
- Randsall, D., Fedor, D. & Longenecker, C. (1990). The behavioural expression of organizational commitment, *Journal of Vocational Behaviour*, 36, 210-224.
- Rhoades, L. & Eisenberger, R. (2002). Perceived organizational support: A review of the literature, *Journal of Applied Psychology*, 87(4), 698-714
- Robbins, O. (2005). The micro-analysis of job satisfaction: Comments on Taber and Alliger, *Journal of Organizational Behaviour*, 16(2), 123-126.
- Rose, R. W. (1991). *Comparisons of employee turnover in food and beverages and other departments in hotel properties*. Ann Arbor UMI Dissertation Services
- Singh, Y., & Pandey, M. (2004). *Principles of organizational behavior*, AITBS Publishers and Distributors (Regd) J-5/6 Krishan Nagar Delhi-110051 India.
- Smith, F. J., Kendall, Z. W. & Hulin, E. M. (2007). *Job satisfaction of professional and paraprofessional library staff at Chapel Hill*, North Carolina University of North Carolina at Chapel Hill.
- Spector, P. E. (2000). *Industrial and organizational psychology: Research and practice (2 ed.)*, USA: John Wiley & Sons.

- Srivastava, S. (2013). Job satisfaction and organisational commitment relationship: Effect of personality variables, *Vision-Journal of Business Perspective*, 17(2), 21-30,
- Tella, A., Ayeni, C. O., & Popoola, S. O. (2007). *Work motivation, job satisfaction and organizational commitment of Library personnel in Academic and Research Libraries in Oyo State Nigeria*, Practice of Library and philosophy. Available at: (www.accessmylibrary.com). Accessed on 23rd, March, 2009.
- Tett, R. P. & Meyer, J. R. (1993). Job satisfaction, organizational commitment, turnover intention and turnover: Path analysis based on meta-analytic findings, *Personnel Psychology*, 46(2), 256-292.
- Ting, Y. (1997). Determinants of job satisfaction of Federal government employees, *Public Personnel Management*, 26(3), 313-335.
- Valaei, N., Valaei N., Rezaei, S., & Rezaei, S. (2016). Job satisfaction and organizational commitment: an empirical investigation among ICT-SMEs, *Management Resource Review*, 39, 1663–1694.
- Warsi, S., Fatima, N., & Shibzada, S. A. (2009). Study on relationship between organizational commitment and its determinants among private sector employees of Pakistan, *International Review of Business Research Papers*, 5(6), 399-410
- Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967), *Manual for the minnesota satisfaction questionnaire*. 22, Minnesota Studies in Vocational Rehabilitation, Minneapolis: University of Minnesota, Industrial Relations Center
- Weiss, R. W. (2012). *Job satisfaction of vocational teachers in Puerto Rico*, The Ohio State University.
- Yousef, D. A. (1998). Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment, *International Journal of Manpower*, 19(3), 184-194.