Influence of Job Satisfaction and Self-Esteem on Organizational Commitment among Staff of University of Nigeria, Enugu Campus

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Abstracts

The study investigated the Influence of Job Satisfaction and Self-Esteem on Organizational Commitment among staff of University of Nigeria, Enugu Campus. One hundred and seventy (170) participants, both academic staff and non academic staff, randomly selected from University of Nigeria, Enugu Campus, using Multi-stage sampling technique. These participants' ages ranged from 22 to 55 years with their mean age at 38.5 and standard deviation at 6.2. Three instruments were used for the study, they are the Self-esteem Scale (SES) (Rosenberg, 1965), Job satisfaction Scale (JSS) **(**Mitchell**,** 1974**)**, Organisational Commitment Scale (OCS) (Mowday, Steers, & Porter, 1979). The results showed that Control variables, gender and age were not significantly predictors of organizational commitmentamong University Staff Secondly, job satisfaction was significant to organizational commitment among University Staffs, it pointed a non significant influence of self-esteem on organizational commitment among staff of University Staffs; however, it revealed a joint significant influence of job satisfaction and self-esteem on organizational commitment among staff of University Staff The design for the study was cross sectional design. While Hierarchical multiple regressionwere used to analyze data gotten from this study. This was discussed based on the recommendations of the study.

Keywords: Job Satisfaction, Self-Esteem, Organizational Commitment

Background to the Study

In the business world, employees are among the most important determinants and leading factors that determine the success of an organization and its competitive advantage in a long-run. In other words, employees have become valuable assets for the continued existence of the organization. For that reason, employees' job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship, absenteeism, and turnover for a greater success of the organization.

Demirel and Goc (2019) further highlighted that employees with greater level of organizational commitment are more productive, compatible, have more loyalty towards his work, possesses more responsibility and satisfaction resultantly cost lesser to the organization. Numerous investigators have studied the relationship between job satisfaction and organizational commitment in different cultures, occupations, organizational settings and industries. Therefore, job satisfaction and organizational commitment are one of the widely studied factors in management literature (Bodla& Danish, 2020) which are the origin of employee's performance as well as organization's success. As such, these variables (job satisfaction & organizational commitment) are even more significant to study in higher education institutions.

The concept of organisational commitment has attracted considerable interest in an attempt to understand and clarify the intensity and stability of an employee's dedication to the organisation (Lumley, 2021). In the context of the present study, organisational commitment is regarded as an attitude, as it relates to individuals' mindsets about the organisation (Allen & Meyer 1990). Gbadamosi (2003) contends that the more favourable an individual's attitudes toward the organisation, the greater the individual's acceptance of the goals of the

organisation, as well as their willingness to exert more effort on behalf of the organisation.

Job satisfaction is a foremost crisis for all organization, no matter whether in public or private organizations or working in highly developed or underdeveloped countries (Rehman, 2019). Job satisfaction is noted as a person's estimation of his or her job and work situation, we can described that which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one's job. In simple words, it is about how employees feel about various aspects of the job (Bashir &Ramay, 2018). Since job consists of various aspects, job satisfaction is often conceptualized as a multidimensional construct that consists of many elements, typically called job satisfaction facets (Singh & Pandey, 2018). Common job satisfaction facets include coworkers, appreciation, benefits, job conditions, pay, promotion, supervision, and organization's policies or procedures. Job satisfaction has been defined by researchers as an essential to organizational performance (Mathieu, 2020; Ostroff, 2020).

According to Rothmann and Coetzer (2002), job satisfaction among employees is an indicator of organisational effectiveness, and it is influenced by organizational and personal factors. Most employers realise that the optimal functioning of their organisation depends in part on the level of job satisfaction of employees, hence the emergence of the statement, "Happy employees are productive employees" (Saari& Judge 2004). For performance to be optimal, an employee's full potential is needed at all levels in organisations; this emphasises the importance of employee job satisfaction (Rothmann & Coetzer 2020). There are several reasons for studying job satisfaction. Organizations measure job satisfaction because it is indicative of work behaviour such as absenteeism, self-esteem, and productivity (Cranny, Smith & Stone, 2022). Research indicates a number of dimensions that have a strong relation with employee's overall experience of job satisfaction. It is not only related to environment factors such as physical and psycho-social but also with individual, emotional, and economic factors and have been found to be related to self-esteem, absenteeism, and tardiness (Brayfield & Crockett, 2021).

Self-esteem refers to an individual's overall self-evaluation of his/her competencies (Rosenberg, 2021). It is that self-evaluation and descriptive conceptualization that individuals make and maintain with regard to themselves. In this sense, self-esteem is a personal evaluation reflecting what people think of themselves as individuals. For Korman (2022), self-esteem reflects the degree to which the individual "sees him [her]self as a competent, need-satisfying individual, thus, the high self-esteem individual has a "sense of personal adequacy and a sense of having achieved need satisfaction in the past" (Korman, 2022).

Self-esteem reflects a person's overall subjective emotional evaluation of his or her own worth. It is a judgment of oneself as well as an attitude toward the self. Self-esteem encompasses beliefs about oneself, as well as emotional states, such as triumph, despair, pride, and shame (Hewitt, 2019). Furthermore, Smith and Mackie (2019) defined it by saying "the self-concept is what we think about the self; self-esteemis the positive or negative evaluations of the self, as in how we feel about it. Self-esteem is attractive as a social psychological construct because researchers have conceptualized it as an influential predictor of certain outcomes, such as academic achievement, happiness, satisfaction in marriage and relationships, and criminal behaviour (Orth & Robbins, 2018).

It is indispensable for an organization to exactly feel as to what employees feel, think, and wish and to discover and make strategies that how the staff dedication and commitment can be improved. Through this initiative business outcomes can be improved, productivity can be enhanced, commitment can get strengthened. Increasing staff satisfaction is very vital and important factor for the success of an organization.

Statement of the Problem
Over the years, a number of researchers have attempted to study and analyze the relationship that exists between job satisfaction and performance of working in organization. It has been discovered that many organization have had serious problems on job satisfaction motivation of the employees that resulted in poor productivity or poor

performance (Ugwu, 2019). However, the study tends to find out how self esteem and job satisfaction create or ensure full impact to the success of an organization. The smooth flow of job satisfaction range from organization to organization as no challenge could be said as been fixed or paramount to any organization. Furthermore, money stands to be a strong and hindering factor to the smooth running of any organization fringe benefits. This also form a vital problem on employee loses adequate efficiency if some benefits are not been attached to their salary as maybe specified by the organization e.g. could be health insurance etc. if been attached it foster the full compliance of the organizational goals and objectives but when not be practice it pose to become a problem such as.

Will job satisfaction significantly influence organizational commitment among University Staff?

Will self-esteem significantly influence organizational commitment among University Staff?

Will job satisfaction and self-esteem significantly influence organizational commitment among University Staff.?

Purpose of Study

The aims of the study are as follows:
  i. To determine whether job satisfaction influences organizational commitment among University Staff.
  ii. To examine whether self-esteem influences organizational commitment among University Staff
  iii. To determine whether job satisfaction and self-esteem influence organizational commitment among University Staff.

Conceptual Framework
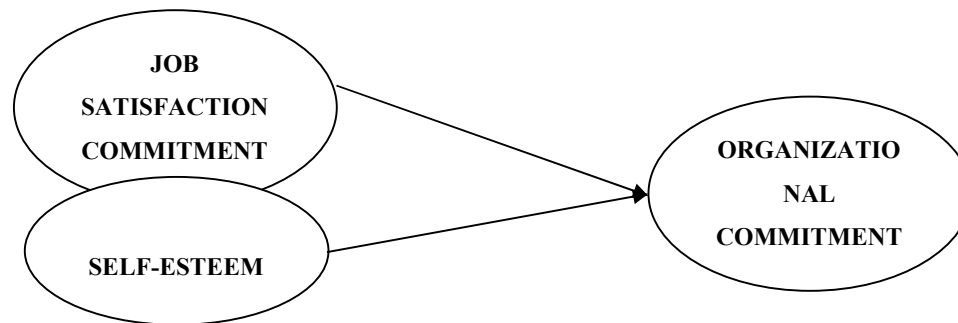
Method

Participants

One hundred and seventy (170) participants, both academic staff and non-academic staff, where randomly selected from University of Nigeria, Enugu Campus, through simple random sampling technique. These participants' ages ranged from 22 to 55 years with their mean age at 38.5 and standard deviation at 6.2.

Instruments

Three instruments were used for the study, they are

Self-esteem Scale (SES) (Rosenberg, 1965)

Self-esteem Scale (SES) is a 10-item scale inventory developed by Rosenberg, (1965) and designed to measure global self-worth by measuring both positive and negative feelings about the self. The scale is believed to be uni-dimensional. All items are answered using a 4-point Likert scale format ranging from strongly agree to strongly disagree. (Strongly Agree – 4, Agree -3, Disagree – 2, Strongly Disagree -1). Scoring: Items 2, 5, 6, 8, 9 are reverse scored. Give "Strongly Disagree" 1 point, "Disagree" 2 points, "Agree" 3 points, and "Strongly Agree" 4 points. Sum scores for all ten items. Gray-Little, Williams, & Hancock, (1997) provided the original psychometric properties for American samples of M (n= 70) = 54.38 and F(n=70) = 52,47 while Amandi (1998) provided the psychometric properties for Nigerian samples of M(n= 100) = 58.66, F(n=100) = 53.77. A three-day interval test-

retest coefficient of reliability of .82 was obtained by Amandi (1998). The present researcher conducted item analysis using the responses of 70 academic staff and non academic staff of Enugu State University of Science And Technology (ESUT) and obtained a Cronbach Alpha of .785. Following up on the 70 participants drawn by systematic random sampling from Enugu State University of Science And Technology, a two-week test-retest reliability check on Entrepreneurial intentions scale yielded a correlation coefficient of .84.

Job satisfaction Scale (JSS) (Mitchell, 1974)
Job satisfaction Scale (JSS) is a 23 item scale inventory developed by Mitchell, (1974) and designed to measure the extent to which an individual has been satisfied by a particular job employment. Each participant responded on a 5 point scale (1- Srongly Disagree, 2-Disagree, 3-Neither Agree Nor Disagree, 4-Agree, 5-Strongly Agree). Mitchell, (1974) provided the original psychometric properties for American Samples of M(n=243) = 3.451, F(n=120) = 3.678, while Chikodili (1978) provided the psychometric properties for Nigerian Samples of M(n= 19) = 2.869, F(n=29) = 3.564. To establish reliability, the researcher used systematic sampling of even numbers to draw 70 academic staff and non academic staff from Enugu State University of Science And Technology. A two weeks interval of test-retest reliability yielded .65, full scale cronbach alpha .86 and the face validity coefficient test of .81.

Organisational Commitment Scale (OCS) (Mowday, Steers, & Porter, 1979)
Organisational commitment scale (OCS) This is a 27 item scale inventory developed by Mowday, Steers, & Porter, (1979) and designed to measure the values types of employee job commitment. Each participant responded on a 5 point scale (1- Srongly Disagree, 2-Disagree, 3-Neither Agree Nor Disagree, 4-Agree, 5-Strongly Agree). Mowday, Steers, & Porter, (1979) provided the original psychometric properties for American Samples of M(n=243) = 3.451, F(n=120) = 3.678, while Bamidele (1982) provided the psychometric properties for Nigerian Samples of M(n= 27) = 2.547, F(n=38) = 3.749. To establish reliability, the researcher used systematic sampling of even numbers to draw 70 academic staff and non academic staff from Enugu State University Of Science And Technology. A two weeks interval of test-retest reliability yielded .65, full scale cronbach alpha .86 and the face validity coefficient test of .87.

Procedure
The researcher with the help of research assistants collected the data from offices which formed a cluster. Cluster sampling was applied. In this case, the academic staff and non-academic staff who were available and met the required criteria were drawn. A total of one hundred and Eighty five (185) copies of the questionnaire were distributed to the target population within the period of three (3) weeks through the help of the research assistants. Total copies of 179 questionnaires (79.8%) were returned, 9 questionnaires (12.7%) copies were discarded due to inappropriate filling while 170 copies that were properly filled were (62.6%) analyzed.

Design and Statistics
The design for the study was survey design, was cross sectional survey design was adopted for the investigation based on the use of questionnaire in gathering information.Hierarchical multiple regressionwere used to analyze data gotten from this study. Hierarchical multiple regressionanalysis is a statistical tool that allows a researcher to examine how multiple independent variables are related.

Result

Table 1: Tables of mean, standard deviation and inter correlation between Job Satisfaction, Self-Esteem and Organizational Commitment among University of Nigeria, Enugu Campus

Variable	Mean	S.D	1	2	3	4	5
1. Orgnc	37.75	7.75	1.00	-	-	-	-
2. Age	32.68	6.48	.006	1.00	-	-	-
3. Gender	1.58	5.89	.060	-.158	1.00	-	-
4. Jobsatisfact	18.93	3.91	-.132**	.137	-.158	1.00	-
5. Self - esteem	5.15	1.08	.027	-.062	.230	.256*	1.00

*Note: S.D = Standard deviation, organizational commitment, * = p<.001, **=.02*

Table 1 revealed a significant negative relationship between job satisfaction and organizational commitment among imitating personnel p<.02, r=-.132; thus, it showed that low job satisfaction individuals were susceptible to developing organizational commitment among University of Nigeria, Enugu Campus. However, self-esteemposed no significant relationship with organizational commitment among University of Nigeria, Enugu Campus p>.05, r=.027. Furthermore, there was an interaction influence between self-esteemand resilience with organizational commitment among University of Nigeria, Enugu Campus, having a significant positive relationship p<.001, r=.256; thus, pointed out the high influence of healthy resilience and positive self-esteemin averting organizational commitment among University of Nigeria, Enugu Campus.

Table 2: Predicting the influence of job satisfaction and self-esteem on organizational commitment among University of Nigeria, Enugu Campus.

Variables	Step 1 B	Step 2 β	Step 3 B
Controls			
Age	.02	.05	.05
Gender	.07	-.07	-.05
Predictors			
Job satisfaction		-.15*	-.08*
Self-esteem			.19
Adjustment R^2	.00	.07	-36
ΔR^2	.00	.06	.26
ΔF^2	1.51	9.89**	15.26*

Note: * = $p = <.05$, ** $p = <.01$

The regression result above showed the prediction of university of Nigeria, Enugu Campus staff compliance from core job satisfaction and self-esteem. Therefore, controlling for the demographic variables (Age and Gender), in step 1 of the equation, collectively accounted for only .2% variance in organizational commitment among university of Nigeria, Enugu Campus staff. Non of the controls (i.e. age and gender) made significant contribution to prediction of organizational commitment. Addition of job satisfaction in step 2 of the equation as predictor, accounted for additional 2% variance in organizational commitment below that of the control variables. The result showed that job satisfaction negatively and significantly predicted organizational commitment (β= -.15, p = <.05). Therefore, *Hi*was confirmed. When Self-esteem was entered in step 3 of the equation as predictor, it accounted for additional 5% variance in organizational commitment below that of the demographic variables and job satisfaction. In effect the result indicated that self-esteem was positively and significantly not predicting organizational commitment among university of Nigeria, Enugu Campus staff (β= .19, p = <.01). Therefore, H2 was not confirmed

Summary of Findings
1) Control variables, gender and age were not significantly predictors of organizational commitment among University of Nigeria, Enugu Campus.
2) The result indicated that job satisfaction is significant to organizational commitment among University of Nigeria, Enugu Campus.
3) `it pointed a non significant influence of self-esteem on organizational commitment among University of Nigeria, Enugu Campus;
4) However, it revealed a joint significant influence of job satisfaction and self-esteem on organizational commitment among University of Nigeria, Enugu Campus.

Discussion
The study investigated the influence ofjob satisfaction and self-esteem on organizational commitment among University of Nigeria, Enugu Campus.The findings from this study revealed a significant negative relationship between job satisfaction and organizational commitment among University of Nigeria, Enugu Campus. This finding suggests that individuals with low job satisfaction levels are susceptible to organizational commitment among imitating personnel, as they are unable to bounce back fully from past setbacks, which its image keeps reoccurring in the present. This finding affirmed the first hypothesis of this study which stated that job satisfaction will significantly influence organizational commitment among University of Nigeria, Enugu Campus. However, the findings here were similar to the findings from studies reviewed for this study, as evidenced by Martin and Rood (2008),The study found that respondents were moderately satisfied with their promotion opportunities, followed by the pay they receive. They were however, less satisfied with the supervision they receive, their co-workers and the work itself. Affective, continuance and normative commitment was assessed by means of the Organizational Commitment Scale. The findings of the study found that the respondents had below average levels of organisational commitment across all three components as well as overall commitment.

Also, it revealed that self-esteem had no significant influence on organizational commitment among University of Nigeria, Enugu Campus suggesting that organizational commitment among imitating personnel has the tendency to develop with or without the presence of self-esteem. This finding refuted the second hypothesis of the study which posited that self-esteem will significantly influence organizational commitment among University of Nigeria, Enugu Campus. However, the finding here went contrary to findings from similar studies Reviewed for this study as Jones, (1986). The research outcomes show that self-esteem and effort is fundamental to positive organizational results such as organizational commitment and job satisfaction.

Korman (1970) it is observed that sources of organization structure, signals about worth from the organization, as well as, success-building role conditions predict organization-based self-esteem. In addition, organization-based self-esteem is related to job satisfaction, organizational commitment, motivation, citizenship behavior, in-role performance, and turnover intentions, as well as, other important organization-related attitudes and behaviors. Explanations for these effects and directions for future research are discussed.

However, the finding from this study differed greatly from the findings of other researchers as it revealed a joint significant influence of job satisfaction and self-esteem on organizational commitment among University of Nigeria, Enugu Campus. It however affirmed the third hypothesis of this study which stated that job satisfaction and self-esteem will jointly significantly influence organizational commitment among University of Nigeria, Enugu Campus.

Implications of the Study
If the quality of an employee's attachment to work organizations were low, this would carry certain implications for the basic fabrication of society. Without employee commitment, individuals would lose one very basic source of identity and belonging. When quality of membership status linkages is low in a number of work organizations,

the level of productivity and the quality of products and service would be affected. The identification of people with the organization can create a larger whole that is often a driving force behind a firm's performance, and its employees' well being.

Lower levels of commitment may indicate a lack of coherent strategies linking human resource development interventions to increasing commitment in the workplace. Human Resource Development's (HRD) principle purpose is to improve organizational performance through increased productivity, efficient work processes, and individual contributions

A major focus of HRD interventions is an effort to change employee behavior to enhance performance. Commitment of organizations and individuals to each other, the process and the product, is vital to increased productivity and efficiency.

If the organization is not in line with the employee's career goals, it may cause the employee to be more committed to his or her career rather to the organization, which would have an inverse effect on organizational performance. When the employee is committed at all levels, optimal organizational and individual performance occurs as well as individual employee satisfaction. In organizations where employees are neither committed to the organization nor to their job, careers, and/or work groups, or the organization, distress within the organization may occur leading to organizational performance problems and low performing workers.

Organizations where employees may either be committed to the organization, but not committed at the individual level (i.e. to their jobs or careers) or committed at the individual level, but not committed to the organizational level may experience conflict between organizational values and goals of the employee leading to a status quo performance situation or performance lower then expected.

Summary and Conclusion
The study investigated the influence of job satisfaction and self-esteem on organizational commitment among University of Nigeria, Enugu Campus. The result indicated that job satisfaction was significant to organizational commitment among University of Nigeria, Enugu Campus. Furthermore, it pointed a non significant influence of self-esteem on organizational commitment among University of Nigeria, Enugu Campus; however, it revealed a joint significant influence of job satisfaction and self-esteem on organizational commitment among University of Nigeria, Enugu Campus.

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