

ORGANIZATIONAL FACTORS AFFECTING EMPLOYEES' COMMITMENT: A STUDY OF GLOBAL SOAP AND DETERGENT INDUSTRY, ILORIN

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Abstract

All commitment-based organizations have come to term with believe that employees organizational commitment contributes in no small measure to workforce stability, better customer service, increase business performance and productivity. In this study therefore, the researcher explores the factors which are likely to affect employees' organizational commitment in a manufacturing industry. A quantitative survey was conducted and data was collected by personally administered questionnaires from 147 respondents consisting of both management and staff of Global Soaps and Detergent Industry Ilorin. The data collected was processed and analyzed using descriptive and inferential statistics including Chi square and SPSS version 20. The results reveal that there is a significant relationship between different organizational factors and commitment of staff of the industry. Regression Co-efficient results also show that all factors that predict organizational commitment are positively related. Factors affecting the organizational commitment of the workers include rewards, support from supervisor, favourable conditions of the job among others. This study has implications for managers HR Practitioners by exerting efforts in a way that organizations can easily retain their experienced human capital and reduce turnover. The findings also recommend that commitment-based organizations need to continue to reinforce organizational support for their staff to strengthen organizational commitment.

Keywords: Organization, Employees and Commitment

Introduction

Organizations are set up for the purpose of achieving set goals which are possible if those who work in them are adequately organized, rewarded, motivated and controlled so that they can perform effectively. It is not only the workers that have a part to play in an the process of achieving organizations' goals, the managers also have to be effective in planning, organizing, staffing, administering and coordinating the activities being carried out in the organization. Managers, owners of businesses and scholars have always sought for ways to help organizations and individuals accomplish their goals and objectives. In order to do this, a lot of organizational variables have received the attention of social scientists. Among these variables is employees' commitment which has been widely discussed by industrial sociologists and other social scientists.

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if properly managed, employee commitment can lead to beneficial consequences such as increased effectiveness, performance, productivity, decreased turnover and absenteeism in an organization (Florita, Bozeman, Young & Meurs, 2007). This is because an employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect their commitment and the performance of the organization as well (Awang, Ahmad & Zin, 2010).

Since the main objectives or goals of an organization are to survive and more importantly, to grow, the need then arises for management to face the question of how the organization will work to see that these objectives are achieved? One important way by which an organization could meet these objectives is to address itself to the problem of managing people in the organization which is the major problem facing organizations in contemporary Nigeria. Realizing the importance of manpower in organizations, Bennett (1981) observes that, what determines the success of an organization does not only include the necessary tools, materials and equipments, but also the nature of human resources as well as the system of work relationship existing in the organization. In other words, positive workers' attitude (i.e. commitment) is imperative in any organization that wants to grow.

It is with these in mind that this paper intends to identify those factors that operate in organizational settings which affect the level of commitment of workers in an organization. While the focus of this research will be on a manufacturing organization the scope of discussion will be on issue relating to employees commitment (especially in the area of organizational rewards, supervisor support and working condition) as they facilitate or impede the organization in achieving its set goals.

Statement of the Problem

It can be seen that low level of commitment to work is a characteristic of many employees in most organizations today. This is evident in the poor attitude to work in many organizations. Hence, most organizations witness low productivity and losses as a result of poor services, increasing rate of absenteeism, high labour turnover, psychological withdrawal, disloyalty, low morale, wilful damage to equipments and so on. The above stated problems which could be linked to commitment in organizations have been issue close to the hearts of organizational researchers, management and even workers. It is generally believed that management and workers have to tolerate and understand each other for the common good of the organization. This is because the continued existence and prosperity of the organization is for both the management and the workers' good as it is on the basis of the healthy development of the organization that the management and workers can continue to justify their existence in the organization.

However, in spite the amazing technological advancement across the globe, the employees shoulder heavy responsibilities toward ensuring

development in their organization and are ultimately responsible for its success. Unfortunately, most organizations, large and small, fail to provide the component that engages the hearts of their people or encourages them to be committed and stay with their organizations for as long as possible. In order to meet the competitiveness as well as changing needs and demands of private organizations in the global world therefore, it is necessary to understand and develop an organizational climate and culture to satisfy the employees and consequently produce the best results for all concerned.

In examining organizational factors affecting employees' commitment, the following research questions were explored.

- (i) What is the nature of workers' commitment in an organization?
- (ii) Does reward system have any influence on employees' commitment to work?
- (iii) Does mode of supervision and or supervisor support affects employees' commitment to work?
- (iv) How do working conditions influence employees' commitment?
- (v) To what extent can these factors be harnessed to facilitate commitment in the area of the study setting?

Aim and Objectives of the Paper

The general aim of this paper is to examine the organizational factors affecting employee's commitment. As such, the specific objectives revolved around the following:

- (i) to examines the influence of organizational rewards on employees' commitment
- (ii) to identify the impact of supervisor styles/support in inducing employees' commitment to organization
- (iii) to examine the impact of working environment as it effects workers' commitment
- (iv) to find out the degree to which the above stated factors influence organizational commitment and develop strategies to reduce low commitment among workers

Scope and Limitation of the Paper

The study was carried out among the management and staff of Global Soaps and Detergent Industry Ilorin, Kwara State. The limitation envisaged with the study has to do with the relative restriction only to the listed organizational factors (i.e. organizational rewards, supervisors' style and support and working condition) as they affect



employees' commitment in one organization. However, efforts will be made to ensure that this does not affect the scientific and generalization power of its findings.

Significance of the Study

Among the resources available for use by the organization, employees are the most valuable simply because of the contributions they make to the achievement of organizational goals. When employees are satisfied with their jobs, they are better encouraged to improve their performance since they are contented with the job. Also, when employees are happy with the work process, their level of commitment towards organizational goals will be very high. Behaviours such as absenteeism, increased labour turn-over, and disloyalty become common occurrences in the organization with less committed workforce as research has shown that organizations that do not put much emphasis on employee well-being be it public or private, most of the time parade employees who are not committed to their work (Wiener, Y. 1982).

This study therefore is of a great importance as it will serve as; a guide for formulating acceptable staff-management relationship and policies which will lead to high employees' commitment, an aid in creating an organization which places each member of staff in favourable conditions for job satisfaction, sense of purpose and incorporate social integration into their workforce for high commitment and productivity. Lastly, researcher hopes that this study will serve as contribution towards knowledge in addition to enriching past works on employees' commitment, clarify the obstacles involved in achieving employees' commitment and represents a useful source of information for future research regarding the subject matter.

Literature Review

A lot has been written on the issue of organization and workers' commitment as a result of the importance organizations have on the economic and socio-political aspects of human lives. The concern of most people has been on how to make these organizations achieve their set goals and this may not be visible if employees are not affective and committed to their duties. This section therefore aimed at reviewing research works and other allied matters on organizational factors affecting employees' commitment in organizations under the following sub-headings

Organizational Commitment

Organization commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. In essence, measuring organizational commitment is an assessment of the congruence between an individual's own values and beliefs and those of the organization (Swailes, 2002). Organizational commitment is characterized as employees' willingness to contribute to organizational goals. When employees are sure that they will grow and learn with their current employers, their level of commitment to stay with that particular organization is higher (Opkara, 2004).

Although, several models of commitment have been proposed in the 1980s and early 1990s the Three-Component Model of organizational commitment propounded by Meyer & Allen has gained substantial popularity since its inception (Wasi, 2005). Meyer and Allen (1991) concluded that an employee's commitment reflected a desire, need and obligation to maintain membership in an organization. Consequently, commitment manifests itself in three relatively distinct manners of *Affective, Continuance and Normative*. According to the model individuals who have strong affective commitment remain in the organization because they feel they want to, some with a stronger normative commitment remain because they ought to and those with strong continuance commitment remain because they need to.

Affective Commitment simply means a psychological attachment to organization; it is a type of commitment that ensued when there is a positive interaction between the individual and the organization because both have similar values (Shore and Tetrick, 1991). Those who stay in their organizations with a strong commitment retain their position not only because they need the occupation, but also because they want it.

Continuance Commitment- This has to do with the costs associated with leaving an organization. As counterpart to affective commitment, employees with continuance organizational commitment do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Murray, Gregoire, & Downey, 1991). Then, continuance commitment is related to one's experience and what one has given to an organization. There is thus difficulty in "giving it up" and the unknown "opportunity cost" of leaving the organization or having few or no alternatives.

Normative Commitment- Perceived obligations to remain with an organization in this regard has implications for the continuing participation of the

individual in the organization (Ayeni & Phopoola, 2007). Normative commitment explain the employees who will remain with an organization by virtue of their belief that it is the "right and moral" thing to do (Meyer and Allen, 1991). Wiener and Gochman (1977) argued that normative commitment to an organization develops based on a collection of pressures that individuals feel during their early socialization from family and culture and during their socialization as newcomers to the organization in form of "psychological contract" between an employee and the organization (Roussseau, 1995).

In their study, Mathieu and Zajac (1990) concluded that age is also considerably more strongly related to attitudinal than to behavioral commitment. Further study suggested that older workers are more satisfied with their job, receiving better positions and 'cognitively satisfied' than others in the organization. The researcher also found that the number of year in position significantly positive related to attitudinal commitment, and length of service significantly engender positive behavioral commitment (Gregersen and Black, 1992).

Organizational Rewards and Employees' Commitment

All the financial and non-financial benefits which an employee gains by being a worker in an organization can be referred to; as organizational rewards (Malhotra, Budhwar & Prowse 2007). There are two kinds of rewards which are intrinsic and extrinsic rewards. *Intrinsic rewards* come in intangible form. These may include recognition, autonomy, and role in decision process. Intrinsic rewards to Rudolph and Kleiner (1989: 12) are psychological incentives, such as input, thanks, job rotation, job enlargement and rewards that belong to Maslow's upper, self-efficacy hierarchy of needs. The importance of intrinsic rewards is how they build a climate and environment of trust and co-operation among employees or as Sujana (1986:45) outlined, employees who are motivated intrinsically "enjoy performing job-related tasks, such as influencing customers and learning more about the company. *Extrinsic rewards* on the other hand are the tangible rewards. These rewards may include; salary, fringe benefits, promotions and other financial rewards which in Maslow's Hierarchy of Needs are at the lower end. It is usually viewed by employees as a given and a must (Williamson, Burnett, & Bartol 2009). The provision of organizational rewards to Eisenberger, Fasolo & Davis-LaMastro (1990) indicates that the organization values and recognizes the contributions of employees for the organization. The organizational rewards show that organization is

keen to invest in employees. Moreover, the rewards are an indication of organizations' interest in its employees in the form of their recognition and appreciation (Shore, L. & Shore T, 1995). The rewards whether intrinsic or extrinsic therefore are likely to develop a feeling among the employees that the organization values them and this will in turn makes them more committed to their organization.

According to Fasolo (1995), support from organization enhances thinking of employees that organization regards that they are performing their jobs as expected. The rewards also develop feeling that organization honors the achievements of employees as it helps employees to develop esteem. However, the fairness in the provision of rewards is necessary in developing such feelings and making employees committed to their organization. In a study conducted by Landsman (2002) it was found that if employees believe that their organization is fair in the distribution of rewards, and punishments, they become more committed to their employer. Hence, rewards vary greatly in both type and scope and, employees' commitment according to Robert K. (2005) can be improved not just by financial or other non-tangible inducement but rather, with properly administered rewards.

Although majority of the studies on rewards system as its effects workers' motivation and organizational commitment were primarily based on the impacts of financial and non-financial rewards on employees' commitment, there are many other intervening, socio-cultural and organizational variables that can impede the efficacy of rewards in facilitating employees' commitment. Impact of organizational variables like leadership styles, appraisal mechanism, retention and communication, cultural diversity, supervisor support, working condition etc which affect the level of workers' commitment (Meyer & Allen 1991, Armstrong 2001, James, L, et al, 1997) cannot be underrated

Supervisor Support and Employees' Commitment

Many at times, employees feel that the support they receive from their immediate supervisors may be attributed to the support of the organization for them (Eisenberger, R. et al 2002). Perceived supervisor support no doubt strengthens a feeling of obligation among employees to work in return for the betterment of their organization and to help the organization to achieve its objectives. Such feelings Shore, L. T (1995), Rhoades & Eisenberger, (2002) observed in turn increase the affective commitment, and consequently the turnover and withdrawal of employees from their organization decreases.



According to Malatesta (1995), the norm of reciprocity also explains the increased obligations to supervisor and organization from the employees based on support received from supervisor. If support from the supervisor is low, employees can possibly believe that they may handle the unfavorable situations by adapting to new supervisor or by decreasing the frequency of contact to their supervisor while keeping up with routine job tasks. It was however concluded that hostile supervisor may have serious implications for the career in the belief of the employees. Therefore, better relationships between subordinate and supervisor result in employees' feeling of higher support from the organization (Eisenberger, R., et al. 2002)

Employees feel that the supervisor is an agent of the organization with the mandate give directions and evaluating the performance of subordinates. In this regard, employees feel that the treatment they receive from them is an indication of the orientation of their organization towards them (Eisenberger, R., et al. 1997). The level to which employees feel that they receive support from their supervisor invariably affects the satisfaction and commitment of employees, engender emotional attachment to their organization and ensure job satisfaction. Hence, the contribution of supervisor towards the development of organizational commitment among employees Landsman, (2008) observed, cannot be over-emphasized

Many researches have indicated that the quality of the supervisor-subordinate relationship will have a significant and positive influence on the employee's overall level of job satisfaction as well as commitment. The implication therefore is that individuals are likely to have high levels of job satisfaction and commitment if supervisors provide them with support and corporation in completing their tasks (Ting, 1997). Similar results were reported by Billingsley and Cross (1992) as well as Cramer (1993) who held that dissatisfaction with the management supervision style is a significant predictor of job dissatisfaction and less employees' commitment. This was evident in Gibson et al (1991) work which reported that **employee-centered and job centered style of supervision** thought can results in production improvements. However, after a brief period of time, unlike employee-centered the job-centered style creates pressure that is resisted through absenteeism, grievance, poor attitudes and high turn-over. The above finding were also corroborated by Staudt's (1997) research based on social workers in which it was found that respondents who reported satisfaction with supervision, were also more likely

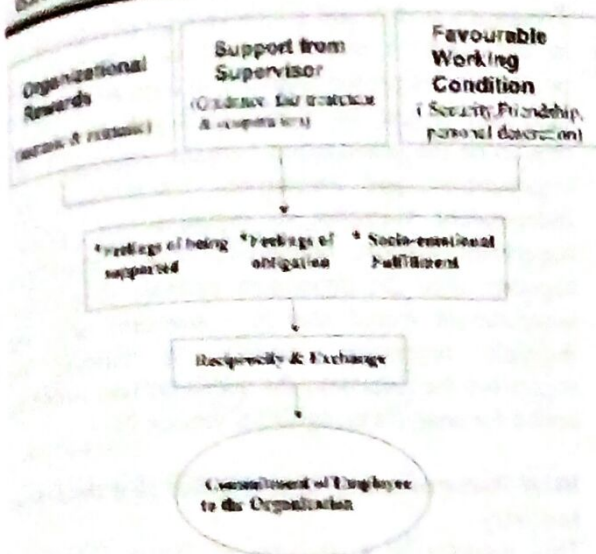
to be satisfied with their jobs in general. Chieffo (1991) maintains that supervisors who allow their employees to participate in decisions that affect their own jobs will, in doing so, stimulate higher levels of employee satisfaction and commitment to work.

Working Condition and Employees' Commitment

Working conditions is another factor that has a moderate impact on the employee's job satisfaction and commitment (Luthans, 1992; Moorhead & Griffen, 1992). According to Luthans (1998), if people work in a clean, friendly and secured environment, they will find it easier to regularly come to work and feel at home while on duty but if the opposite happen, they will find it difficult to accomplish tasks and withdrawal attitude may likely ensued. Vorster (1992) also maintains that working conditions which include job security, autonomy and empowerment also have a significant impact on employees' commitment. Thus, another important factor leading to better performance, satisfaction, and commitment is the favorable working/ job conditions.

Job security according in this regard to Meltz (1989) implies the possibility that an employee remains in the employment of an organization for a longer period with no such negative consequences as diminished seniority, pay, or pension rights. Job security may also take the dimension of the extent of stability of employment for employees within an organization and its provision reduces employee turnover, increased job *satisfaction, higher physical and psychological well-being of employees and higher organizational commitment (Arnold & Feldman 1982, Burke 1991, Morris 1993, Lim 1996)

Work discretion/autonomy is also an aspect of job conditions deemed favorable by the employees. It is the freedom to act independently. Discretionary work environments however give employees access to resources, information, provide learning and growth opportunities which in turn facilitate employees' commitment. Those that have such roles in their jobs perform better than others and according to Laschinger & Wong (2006) are more committed. These and other conducive environment and policies provided by employers of labour make employees feel that their organizations value and trust them and in exchange the possible result is the higher employees' commitment.



(Fig 1: Conceptual Model)

Theoretical Framework

Theories are relevant in research work as they help us to understand and predict the likely outcome of research efforts. Upon the importance of theory in research, some theories will be put forward to help in analyzing the relationship between organizational factors (rewards system, supervisor support and working condition) and employees' commitment.

Social Exchange Theory: This theory simply provides an economic metaphor to social relationships. The theory's fundamental principle is that humans in social situations choose behaviors that maximize their likelihood of meeting self interests in those situations. The theory's major assumptions is that

- (i) individuals are generally rational and engage in calculations of costs and benefits in social exchanges. In this respect, they exist as both rational actors and reactors in social exchanges. This assumption reflects the perspective that social
- (ii) those engaged in interactions are rationally seeking to maximize the profits or benefits to be gained from those situations, especially in terms of meeting basic individual needs. In this respect, social exchange theory assumes social exchanges between or among two or more individuals are efforts by participants to fulfill basic needs.
- (iii) exchange processes that produce payoffs or rewards for individuals lead to patterning of social interactions. These patterns of social interaction not only serve individuals' needs but also constrain individuals in how they may ultimately seek to meet those needs.

(iv) individuals are goal-oriented in a freely competitive social system. Because of the competitive nature of social systems, exchange processes lead to differentiation of power and privilege in social groups (Thibaut & Kelley, 1959)

Reciprocity Theory: The central argument of the theory as advanced by Armin & Fischbacher (2005) is that People are reciprocal if they reward kind actions and punish unkind ones and that reciprocity is a powerful determinant of human behavior. The theory assumes that;

- (i) reciprocity is a behavioral response to perceived kindness and unkindness, where kindness comprises both distributional fairness as well as fairness intentions.
- (ii) people evaluate the kindness of an action not only by its consequences but also by its underlying intention.
- (ii) identical consequences trigger different reciprocal responses in different environments.
- (iii) Finally, the theory explains why outcomes tend to be fair in bilateral interactions whereas extremely unfair distributions may arise in competitive markets.

These two theories are very applicable to this study in the sense that the theory of social exchange refers that those who are treated fairly by others will repay as a phenomenon of exchange between the two parties entering into an exchange relationship and Organizational settings are also characterized by such exchanges. In other world, the provision of equitable rewards, cordial supervisor-subordinate relationship and conducive working environment by employers are expected to in turn reinforce employees' performance and increase productivity which in the main goal of organizations.

However, the norm of reciprocity may come to play in the exchange relationships within the organization. Thus, when employees identify their goals with the goals of the organization, they exert extra effort, and keep attached to the employer who supports those (Somech & Bogler, 2002) or become more committed to their work as a result of provision of different kinds of support from the organization where they work. As explained by the norm of reciprocity theory the introduction of certain rewards system may also not go down well with some employees due to some perceived unfairness in its distribution.



In the case of hostile supervisor for instance, good financial reward may not reduce turnover as workers can decide to move to another organization that pay less but provide a friendly and secured working condition/environment. This further bring forth the need for organizational to develop mutually beneficial motivation/reward policies and working environment that would stimulate employees' sense of attachment and commitment to the goal(s) of their organizations

Methodology

This section is devoted to the research methodology. On this ground, a survey method will be employed as research design for this study. The survey method in this regard is considered the best approach and a device which allows researchers to obtain information about a larger population from a tiny portion of it which can be seen as truly representing that larger population in every sense, way or manner. The study population of the research will be made up of both the staff and management of Global Soaps and Detergent Company Ilorin, Kwara State.

A total of 165 members of staff will be considered in seeking information concerning the research topic. The company has eight (8) departments and they include: production, technical, sales and marketing, administration and personnel, laboratory, logistics, store, and purchasing. For the purpose of this research, representatives will be drawn from each department as follow: production 35, technical 15, sales and marketing 35, personnel and administration 20, accounts and auditing 10, laboratory 10, logistics 15, store 10, and purchasing 15 totaling 165. From these strata the sample will be chosen by applying random selection technique on each stratum to ensure that the number proportional to each department's share of the total population is not exceeded. Stratified sampling ensures the representation of different element of the population and also ensures that the researcher obtains relatively homogenous class (Asika, 1990).

The basic research instrument that will be used to elicit information is the questionnaire which contained series of questions necessary to elicit information on research variables from the respondents. The questionnaire was distributed to the employees and managers/supervisors to complete. The choice of questionnaire among other research instruments is because it saves time instead of having to meet of meeting each respondent on a one to one basis. In analyzing the data collected from the field, the following steps were taken.

Frequency counts and the percentage of respondents to the research questions will be calculated and presented; Inferential statistics in form of chi-square (χ^2) and degree of significance will be used to determine the relationship between structures in the organization and employees commitment; The independent variables of organizational rewards, supervisor support, favourable working conditions together with the dependent variable (employees' commitment would also re - measured using the multiple regression models. In running the regression the data from the questionnaires would be coded for analysis using SPSS version 21.

Brief Background of Global Soaps and Detergent Industry

This industry is a division of Doyin Groups of Companies and the Administrative Headquarters of the Company is in Lagos. It was incorporated in 1984 and commenced production in December 1988. Initially, the industry started with brands such as Fresh detergent, Washrite detergent, Grand soap etc. and subsequently, Hi-clean toothpaste, Prime tea, Vogue soap, and many other products have been introduced, and all have been enjoying high patronage. In addition, the industry has over hundred (100) depots and outlets in Nigeria. In 1988, the industry was awarded with the Nigerian Institute of Standard Quality Certificate (NISO) to commensurate its efficiency.

The day-to-day administration of the industry is in the hands of the General Manager who oversee activities of all other departments of the industry. The operations of the industry suffered a little setback in the recent past, it is still producing with close to three hundred employees.

Results and Discussions

Table 1: Bio-data of the Respondents

| Response Rate | Frequency | Percentage (%) |
|------------------------|------------|----------------|
| Retrieved and analysed | 147 | 89.1 |
| Retrieved but rejected | 7 | 4.2 |
| Not Retrieved | 11 | 6.7 |
| TOTAL | 165 | 100 |
| SEX | | |
| Male | 98 | 66.7 |
| Female | 49 | 33.3 |
| TOTAL | 147 | 100 |
| MARITAL STATUS | | |
| Single | 48 | 32.7 |
| Married | 86 | 58.5 |
| Divorced | 4 | 2.7 |
| Others | 9 | 6.1 |
| TOTAL | 147 | |

| | | |
|---|-----|------|
| | | 100 |
| AGE | 28 | 19.0 |
| 10-25 | 70 | 47.7 |
| 26-40 | 49 | 33.3 |
| 41 - Above | 147 | 100 |
| Total | | |
| EDUCATIONAL QUALIFICATION | | |
| No Schooling | 19 | 12.9 |
| Primary Education | 42 | 28.6 |
| Secondary Education | 38 | 25.8 |
| Tertiary | 48 | 32.7 |
| Total | 147 | 100 |
| JOB CADRE | | |
| Management/Supervisor | 40 | 27.2 |
| Intermediate | 62 | 42.2 |
| Low Ranked | 45 | 30.6 |
| TOTAL | 147 | 100 |
| YEAR(S) OF EXPERIENCE IN THE ORGANIZATION | | |
| 1-10 | 25 | 17.0 |
| 11-20 | 62 | 42.2 |
| 21 and above | 60 | 40.8 |
| TOTAL | 147 | 100 |

Source: Researcher's Field Work (2015)

The above table gives an insight into the demographic characteristics of respondents starting with the total number of successfully processed questionnaires which stands at 89.1% of the targeted sampling size. Majority of respondents were male while female constitute only 33.3 percent. Those that fall into the category of divorced, widows were in minority with only 8.8 percent of the respondents. While majority of employee in the study setting are within the age range of 26-40 those with primary and secondary education are proportionately in 28.6 and 25.8 percent respectively. The total number of 32.7 percent who attended tertiary institution are mostly found in management and intermediate cadres while 30.6 percent of the entire respondents occupied lower cadres. While 42.2 percent of respondents have spent more than 11 years in the organization, 17.0 percent have just spent between one to ten years.

Table 2: Distribution of Respondents on Reasons for not leaving the Organization

| Scale | Frequency | Percentage (%) |
|---|-----------|----------------|
| Sharing of organization goals (Affective) | 40 | 27.2 |
| Lack of alternative job (Continuance) | 40 | 27.2 |
| Morally bound (Normative) | 21 | 14.3 |
| All of the above | 46 | 31.3 |
| TOTAL | 147 | 100 |

Source: Researcher's Field Work (2015)

The above table shows reason why employees would not want to leave their employer/organization. The need to continue to meet their ends mean, identification with the organization as well as lack of alternative job (Affective and Continuance) were the most cited reasons for many employees not to quit their job while only 14.3 percent stay back due their psychological/moral attachments with the organization. The data therefore confirmed Murray, Gregoire, & Downey (1991) submission that some individuals do not leave a company not because they are satisfied with the job but for fear of losing their benefits, taking a pay cut, and not being able to find another one when they eventually quit.

Table 3: Assessment/Rating Employees' Commitment

| Scale | Frequency | Percentage (%) |
|-----------|-----------|----------------|
| Very high | 30 | 20.4 |
| High | 78 | 53.0 |
| Low | 32 | 21.8 |
| Very low | 7 | 4.8 |
| Total | 147 | 100 |

Source: Researcher's Field Work (2015)

The above table shows rating of employees on commitment scale with majority of respondents rating themselves averagely on high scale. Only 26.6 respondents were in low and very low category compared to 20.4 and 53.0 who rated themselves very high and high respectively. The rating also confirm assisted testing the validity of the measured rating scale for other commitment rating techniques in this study

Table 4: Respondents' View on Organizational Rewards (Tangible and Non-tangible)

| Scale | Frequency | Percentage (%) |
|---------------|-----------|----------------|
| Very Adequate | 26 | 17.7 |
| Moderate | 76 | 51.7 |
| Not Adequate | 40 | 27.2 |
| I Can't Say | 5 | 3.4 |
| Total | 147 | 100 |

Source: Researcher's Field Work (2015)

Fifty one point seven percent of respondents in this table believed both tangible and intangible rewards received from their organization are moderate and have been stimulating them to work more. The brought to the fore the validity of Eisenberger, Fasolo, and Davis-LaMastro (1990) asserted that organizational rewards show that organization is keen to invest in employees and the rewards are an indication of organizations' interest in its employees in the form of their recognition and appreciation and



that rewards whether, intrinsic or extrinsic are likely to develop a feeling among the employees that the organization values them and makes them more committed to their organization. Although, 27.2 percent of them still perceived the rewards as not adequate compared to what they have invested in the course of the job, Little below 4 percent can't even say whether or not they have been short paid or not being adequately rewarded

Table 5: Respondents' View on the Impact of Supervisor's Support

| Scale | Frequency | Percentage (%) |
|-------------------|------------|----------------|
| Highly favourable | 42 | 28.6 |
| Favourable | 78 | 53.0 |
| Moderate | 22 | 27.2 |
| Not favourable | 5 | 3.4 |
| Total | 147 | 100 |

Source: Researcher's Field Work (2015)

The above table reveals that majority of the respondents with more than 80 percent enjoy favourable supervisor-subordinate relationship which many research have shown was a good omen for job satisfaction and employees' commitment. However, more than 3 percent claimed not to be enjoying favourable supervisor support; a condition that may be affecting their organizational commitment.

Table 6: Respondents' View on the Nature of Working Conditions

| Scale | Frequency | Percentage (%) |
|------------------|------------|----------------|
| Highly conducive | 36 | 24.5 |
| Conducive | 80 | 54.5 |
| Fair | 16 | 10.9 |
| Not conducive | 15 | 10.2 |
| Total | 147 | 100 |

Source: Researcher's Field Work (2015)

Majority of respondents in the above confirmed they are enjoying a conducive working condition which according to Herzberg (1966) is highly favorable as it engenders security, autonomy and empowerment which can make employee remains in the employment of an organization for a longer period with no such negative consequences as diminished seniority, pay, or being exposed to hazards. More than 30 percent were not satisfied with this variable as they seen their working condition as fair and not conducive. Significant parts of this set of employees are from production and technical departments of the organization setting being studied.

Test of the Hypotheses

Table 7: Cross Tabulation of Organization Reward and Level of Employees Commitment

| Respondents views on Organization Rewards | Employee Commitment Level | | | | Total |
|---|---------------------------|-----------|-----------|----------|------------|
| | Very High | High | Low | Very Low | |
| Very Adequate | 4 | 16 | 4 | 2 | 26 |
| Moderate | 20 | 32 | 22 | 2 | 76 |
| Not Adequate | 5 | 28 | 5 | 2 | 40 |
| I Can't Say | 1 | 2 | 1 | 1 | 5 |
| Total | 30 | 78 | 32 | 7 | 147 |

Source: Researcher's Field Work (2015)

$$X^2c=19.67, df=9 \text{ Significance}=0.05 \quad X^2t=16.919$$

$X^2c=19.67 > X^2t=16.919$. Thus, reject H_0 and accept H_1

Decision Rule: The table above shows the cross tabulation of respondents' perception of organizational rewards and the level of their commitment. The calculated chi-square from the table is $X^2c=19.67$, with the degree of freedom of 9 at 0.05 level of significance and table $X^2t=16.919$. Since the calculated chi-square is greater than the critical value, the H_0 is hereby rejected. Therefore, there is significance relationship between organizational rewards and employee commitment in the study setting.

Table 8: Cross Tabulation of Supervisor Support and Level of Employees Commitment

| Respondents views on Supervisor Support | Employee Commitment Level | | | | Total |
|---|---------------------------|-----------|-----------|----------|------------|
| | Very High | High | Low | Very Low | |
| Highly | 10 | 21 | 10 | 1 | 42 |
| Favourable | 10 | 51 | 15 | 2 | 78 |
| Moderate | 9 | 5 | 6 | 2 | 22 |
| Not Favourable | 1 | 1 | 1 | 2 | 5 |
| TOTAL | 30 | 78 | 32 | 7 | 147 |

Source: Researcher's Field Work (2015)

$$X^2c=33.22, df=9 \text{ Significance}=0.05 \quad X^2t=16.919$$

$X^2c=33.22 > X^2t=16.919$. Thus, reject H_0 and accept H_1

Decision Rule: The above result proves that there is a significant relationship between supervisor /manager support and employees' commitment. This is because the calculated chi-square value $X^2c=33.22$, is greater than the critical value $X^2t=16.919$ and thus necessitated the rejection of null hypothesis (H_0). This conforms to the Landsman (2008) conclusion, where he found a strong



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correlation between organizational commitment and supervisor support for workers.

Table 9: Cross Tabulation of Working Condition and Level of Employees Commitment

| Respondents Views on Working Condition | Employee Commitment Level | | | | Total |
|--|---------------------------|-----------|-----------|-----------|------------|
| | Very High | High | Low | Very Low | |
| Highly conducive | 12 | 10 | 3 | 11 | 36 |
| Conducive | 23 | 10 | 15 | 32 | 80 |
| Fair | 3 | 10 | 2 | 1 | 16 |
| Not Conducive | 2 | 10 | 1 | 2 | 15 |
| TOTAL | 40 | 40 | 21 | 46 | 147 |

Source: Researcher's Field Work (2015)

$\chi^2 = 33.44$, $df = 9$ Significance = 0.05 $\chi^2_t = 16.919$

$\chi^2 = 33.44 > \chi^2_t = 16.919$. Thus, reject H_0 and accept H_1 .

Decision Rule: The above cross-tabulated data implies that the null hypothesis (H_0) should be rejected. Invariably, there exist significant relationship between working condition and employees' commitment in the study conducted since the calculated chi-square value $\chi^2 = 33.44$, is greater than the critical value $\chi^2_t = 16.919$ with 9 as degree of freedom at 0.05 level of significance. This trend also reflected the work of Steers (1977) where he found that there is a positive significant correlation between organizational commitment and favorable job conditions.

Table 10: Regression Coefficients

Non-standardized Coefficients Standardized Coefficients

| Model | B | Std. Error | Beta | T |
|------------------------|--------|------------|------|-------|
| (Constant) | 10.964 | 8.977 | | 1.221 |
| Organizational Rewards | .022 | .337 | .013 | .066 |
| Supervisor support | .166 | .333 | .087 | .499 |
| Job Conditions | .833 | .369 | .445 | 2.259 |

Source: Researcher's Field Work Using SPSS version 21 Analysis.

a. Dependent Variable: OC Adjusted R Square = 0.384 Significance = 0.004

The regression coefficients in the table above show the independent variables (organizational rewards, supervisor support and job conditions) together and explain a variation in the dependent variable. All the regression coefficients shown in the table reveals that they are positively related to the dependent variable of organizational commitment. However, the beta coefficient for organizational rewards is at the least level as compared to other variables. An increase of one percent in organizational rewards increases the commitment up to 2 percent. However, we conclude that if higher rewards are given by the

organization, higher will be the commitment among employees towards their organization. This result is consistent with our theoretical framework.

The second regression coefficient in the table is related to support from supervisor. Supervisor support has a considerable effect on employees' commitment towards their organization. If the support from the supervisor is increased by 1 percent, the officer will show an increase of 16 percent commitment towards the industry. Hence, this study has statistical support to show the strength of correlation between each independent variables and the dependent as the table has shown that a higher level of support from the supervisor is likely to increase commitment among employees. The table has also shown that by making job conditions favorable up to one percent, the commitment among employee increases by 83 percent.

Conclusion and Recommendation

Employee engagement to their organization is no doubt a very vital instrument that propels all commitment-based organizations. Many researchers have established the fact that, the continuous survival of any work organization however can be said to significantly require the cooperation and commitment of the labour force in addition to all other factors of production such as land and capital. Motivating employees to work and be committed to organization toward achieving organizational goals and objectives therefore remain one of the most significant challenges for any management team (Floyd & Wooldridge, 1994:49; Guth & Macmillan, 1986:303).

In order to contribute to the pool of knowledge and efforts to positions organizations for global competitiveness however, the study investigates the salient organizational factors which influence the commitment of workers in a manufacturing industry. Although, the study does not cover all variables which have been established to promote organizational commitment, the work is unique in its own scope as it has further established the relationship between three major factors of organizational rewards, support from supervisor, job conditions, and commitment of employees towards their organization based on the phenomenon of exchange and reciprocity. The results suggest that if the organization wants to have a higher commitment of its officers, the outlined factors in the study may be improved. Thus, employees in turn will exhibit such behaviors as beneficial to the organization. In



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other word, any organizations with a zeal to excel is expected to support its workforce with the provision of adequate rewards, social and physical supports to engender commitment which in turn will lead to satisfaction, heightened performance and increased productivity.

While high employee commitment is the dream of all organizations, employers of labour based on the findings of this study also need to:

- Invest more to satisfy their workforce because the more satisfied a staff is with his or her organization, higher their sacrifice and commitment to such organization.
- Having invested in monetary terms in their academic careers and their time and energy on the job, employees want a corresponding return on that investment and employers should always take this into cognizance while formulating their reward system policies.
- The employee need to be at list fairly satisfied with, but not limited to the three basic needs of financial and non-financial rewards, social and emotional support and secured and friendly working environment. Failure to meet any of these needs may impede employees commitment to work and lead to turnover.
- Workers when they are adequately cared for by the organization will mostly want to repay their organization by being identified with the goals and value of such firm and may not likely want to leave such environment, lessen the turnover rate and reduce recruitment and training cost.

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