
EMPIRICAL ANALYSIS OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AMONG ACADEMIC STAFF IN POLYTECHNIC SYSTEM

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Abstract

The study examined Job Satisfaction and Organisational Commitment among academic staff in Polytechnic system. The Job Satisfaction constructs would examine payment of salary, promotion and working condition while Organisational Commitment will be measured along three dimensions namely: affective commitment, continuance commitment and normative commitment. Survey research design will be adopted for the study through the use of questionnaire. The population of the study comprises all academics (lecturers) in Auchi Polytechnic, Auchi while a sample of 254 was statistically selected using Yamane's formula. Based on this, a structured questionnaire was designed and administered to elicit information from respondents. 133 copies of the questionnaire were retrieved and used for statistical analyses. Frequency, percentage, mean, standard deviation, correlation and regression analyses were utilized as statistical tools to analyse the research data using Statistical Package for the Social Sciences (SPSS) version 24.0. The study revealed that job satisfaction constructs such as promotion and working conditions have a positive and significant relationship with organisational commitment. The study, therefore, recommends that for management to get lecturers committed to teaching and research, they must be promoted as at when due with the accompanying financial benefits. The promotion process must be transparent, fair and free from nepotism and godfatherism.

Keywords: Commitment, Job Satisfaction, Empirical, Staff, Polytechnic System

1. Introduction

Countries in Africa have been witnessing a continuous brain drain of professionals in almost all sectors of the economy due to failing infrastructure, high level of insecurity, unending violations of human rights, the high unemployment rate among others. Tertiary institutions in Nigeria are not immune against these challenges as most of the institutions are suffering from inadequate funding, poor policy implementation, inadequate and wasteful deployment of resources, poor state of Information and Communication Technology (ICT) facilities, frequent labour disputes and closure of

schools, weak staff development programmes, poor staff quality, poor leadership and so on (Asiyai, 2013; Etor, Ekanem & Sule, 2020; Odia & Odia, 2020).

As a result of these challenges, getting available employees especially in tertiary institutions in Nigeria committed to work is germane in repositioning the country for greatness and competitiveness. Organizational commitment as described by Tan, Cham, Zawawi and Aziz (2019) is “a strong desire by the employee to remain a member of the organization; a strong belief in, and acceptance of, the values and goals of the organization; and a readiness to exert considerable effort on behalf of the organization”. It is the psychological or emotional attachment to, identification with, and involvement in an organization. This psychological bond could be occasioned by building high-quality relationship among employees that may further have consequences in achieving overall organizational success.

Several studies have been carried out and examined why the poor commitment to work exists among employees in organizations in Nigeria (Adenuga, Adenuga & Ayodele, 2013; Allahde & Oluremi, 2019; Lambert, Out & Elechi, 2019). Job dissatisfaction has been identified as the major cause of poor commitment of workers to their works. Locke (1976) described job satisfaction as a pleasurable and positive emotional state that results from the appraisal of one's job or job experiences. Job satisfaction or dissatisfaction in the workplace is explained as the extent to which employees evaluate and perceive that there is less or more fairness, justice or equity in what they get from job situations (Kyei-Poku, 2002; Sangbum, Bruce & Ellis, 2014). It is the degree to which employees evaluate and perceive outcomes such as current pay, job security, opportunities for career growth and other work conditions to be more or less satisfying than previous outcomes and this perception is in turn influenced by the circumstances, needs, expectation and other personal demographics characteristics (Lipponen, Ollkonen & Miolanen, 2004). According to Georgiades and Georgiades (2014), the discrepancy or a gap between job facets is critically important to determine the level of job satisfaction in the workplace. The higher the negative discrepancy the lower the job satisfaction

while the higher the positive discrepancy the higher the job satisfaction and motivation for employees to increase effort in performing tasks and be committed to achieving organizational goals (Guest & Conway, 2001). Although recognized through the years as a critical factor in the attainment of organizational goals and objectives, renewed attention is being given to the important role employees' play in overall organization success. Job satisfaction has received widespread attention in the field of organizational behaviour and organizational psychology due to its significant impact on employees' performance, commitment, willingness to exhibit organizational citizenship behaviour, amongst others (Okpara, 2007).

Amadi and Ken-Maduako (2019) and Adeyemi and Oke (2020) have also found that the quality of relationship that exists between subordinates and their superiors, promotion tendency and the nature of working conditions could explain much of the level of organizational commitment among subordinates. Amadi and Ken-Maduako (2019: 30) further reiterate that "due to technological advances that have created enormous challenges in the workplace, quality subordinates and superior relationship may help subordinates who would have been unable to meet the challenges that technologies have brought to the work setting to quickly cope, adapt, apply and improve on the use of new technologies thereby leading to the delivery of effective services". This study is therefore motivated by the need to understand job satisfaction indicators such as pay, promotion and working conditions that generate a higher or lesser level of commitment among lecturers in the Nigerian tertiary institutions using Auchi Polytechnic as a case study.

1.2 Statement of the Problem

There are growing concerns about job satisfaction and organizational commitment among Academic Staff in Nigeria tertiary Institutions. Tertiary Institutions in Nigeria are not immune against these challenges as most of the institutions are suffering from inadequate funding, poor staff quality, poor policy implementation, inadequate and wasteful deployment of resources, poor state of information and communication

technology facilities, frequent labour disputes and closure of schools like global pandemic of “Corona Virus or 2019-nCov, COVID-19”, lack of staff development and mediocre of leaders. As a result of this challenges, getting skilled personnel’s most especially in tertiary institutions in Nigeria committed to work is germane in repositioning the country for greatness and competitiveness. Again there has been a paucity of studies on the poor commitment to work exists among employees in tertiary institutions in Nigeria. Job dissatisfaction has been identified as the major cause of poor commitment of workers to their work. Against this background is considered worthwhile to investigate the job satisfaction and organizational commitment academic staff in polytechnic. The discrepancy or a gap between job facets is critically important to determine the level of job satisfaction in the work place.

Based on the above set of problems, this paper seeks to find resourceful possibilities on how to improve and ascertain job satisfaction and organizational commitment among the academic staff of higher institutions in polytechnic in Nigeria to be specific.

1.3 Objectives of the Study

The overriding objective of this study is to find out higher negative discrepancy lower the job satisfaction while the higher positive discrepancy leads to job satisfaction and motivate employees for increase in performing task and be commitment to achieving organizational goals. To achieve this, the study seeks the following specific objectives; to:

- i. Investigate the relationship between job satisfaction of pay and organizational commitment.
- ii. Examine the effect of promotion leads to organizational commitment.
- iii. Ascertain the extent to which working conditions result in organizational commitment.

1.4 Research Hypotheses

In line with the stated research objectives, this study would test the following null hypotheses:

H_{0i} There is no significant relationship between job satisfaction of pay and organizational commitment.

H_{0ii} There is no significant relationship between job satisfaction of promotion and organizational commitment.

H_{0iii} There is no significant relationship between job satisfaction of working conditions and organizational commitment.

LITERATURE REVIEW

2.1 Concept of Organizational Commitment

Different scholars have defined the concept of organizational commitment in different ways. For instance, Manetje and Martins (2009) defined organizational commitment is the degree to which an employee willingly maintains his or her membership in an organisation and the acceptance of organisation's goals and values. Robbins, Judge and Vohra (2012) view organizational commitment as employees' orientation towards their organisation concerning their loyalty, identification and involvement in organizational system and activities. Adeyoriyu (2019) also defined organizational commitment as the extent or degree of employee's alignment and complete acceptance of organizational goals and values, which culminated in his or her persistent loyalty, identification and involvement in organizational activities. Haque, Fernando and Caputi (2019) assert that organisations need commitment from their employees to reduce costs and improve performance, as well as improved service and product quality for the achievements of desired organizational goals and objectives.

Organizational commitment can be categorized basically into affective, continuance and normative commitment (Allen & Meyer, 1990). Affective commitment is an employee's psychological or emotional attachment and identification with an organisation (Ahmad, Alwee, Yusoff, Osman & Tuah, 2020). It is the tendency that an employee will remain with an organisation based on emotional attachment. Such employees find it difficult to leave the organisation because they are psychologically attached to the organisation. As noted by Presbitero, Newman, Le, Jiang and Zheng (2019), an employee with affective

commitment always feels proud of their membership to their organisation and exhibits a higher level of continuance and normative commitment.

Dinc, Kuzey, Gungormus and Atalay (2020) described continuance commitment as the degree to which employee perceives the associated cost of leaving the organisation for another. Employees in this category are not willing to lose members of their organisation because of the economic and social importance attached such as losing relationships with old-time friends and colleagues; forfeiting accrued salaries, pension benefits and promotion. An employee with continuance commitment finds it difficult to give up or exit his or her organisation due to the fear of the unknown and having few or lack of available alternatives in sight (Gangai & Agrawal, 2015).

Adeyoriyu (2019) defined normative commitment as the employees' sense of loyalty or obligation to remain with their organisation irrespective of the circumstance whether good or bad. Employees in this category might find it difficult to leave their organisation even if they are no longer comfortable with the job role. This occurs mostly when the organisation has invested in an employee through quality training while such employees are equally willing to reciprocate by staying or remaining with their organisation overtime (Azeez, Jayeoba & Adeoye, 2016). For instance, when an employee is sent by his or her employer to conferences and seminars to improve his or her skills for the discharge of job task, he or she sometimes has a sense of duty to stay or remain a member of that organisation as a means of giving back to the system on returning from such training. Based on the above listed scholars, ideas and opinions, this seminar paper designed its contextual frame work along their tracks on a body of background facts and findings for this research.

2.2 Concept of Job Satisfaction

Job satisfaction has been described differently by different authors based on its multidisciplinary nature. Hassard, Teoh and Cox (2018) described job satisfaction as a term used to refer to the degree of likeness or dislike employees express towards the work they do for their employers. It measures the level of employees' contentment with work

processes and is reflected in terms of the cognitive, affective and behavioural components to work (Hulin & Judge, 2003). According to Hassard, *et al.* (2018:4), "job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job value". This definition points out the importance of feeling (affect) and thinking (cognition) in job satisfaction evaluation.

Onukwube (2012) who described job satisfaction as a positive mental state arising from the job incumbent when the reward received based on work done is commensurate and equitable.

As noted by Tella and Ibinaiye (2020), job satisfaction is a form of a personal appraisal process arising from the employee concerning his job and psychological experience at work. This is suggestive that job satisfaction arises from an employee's evaluation of the job he does in an organisation in terms of how such a job has been able to help him solve his problems, especially economic and how such a job has enabled him to attain self-fulfillment.

Pay: One critical aspect of job influencing satisfaction among employees involved in tertiary institutions is the process employees undergo to receive pay and the amount of pay employees receive vis-à-vis other employees in the related sector. Employees will be satisfied with their current pay when they find the ratio between what they are receiving and that of their counterparts and found that the pay is equitable. In other words, employees are dissatisfied with job when they evaluate their previous pay with present pay and perceived unfairness, injustice, and inequity. When employees perceived that they are more paid, there is high tendency that such employees are motivated to contribute more, whereas less payment may lead to lower or poor contributions.

Empirical evidence has shown strong and consistent support for the dysfunctional effects of the underpayment situation (Scheer, Kumar & Steenkamp, 2003). It has also been postulated that compensation is the most salient comparison standard because of the nature of employees and their jobs, where they frequently estimate their worth and

peg their success relative to others through pay (Meyer & Altenburg, 2007). Most employees in big companies are achievement-oriented, power-seeking, and success-driven. It also showed that perceived pay disparity affects employees sense of relative worth and willingness to cooperate during the merger integration process (Badrtalei & Bates, 2007).

Unlike the negative pay disparity, the positive pay disparity does not trigger feelings of inequity and job dissatisfaction among employees. Sangbum, Bruce and Ellis (2014) noted that employees perception of positive pay disparity increases their feeling of being or more prestigious and valued given to their controlling role, contribution and responsibility. In other words, when employees perceive positive pay disparity, they may develop the expectation that their future status in the organisation will not be in jeopardy thereby motivating them to be committed to the organisation.

Promotion: Promotion provides employees with opportunities for personal growth, more responsibilities and also high social status. Promotion is an important source of job satisfaction which enhances employee's personal career development, continuous increase in responsibilities and social status in an organization (Dingeta, 2013; Robbins & Judge, 2013). Promotion has made workers to remain committed to their organization in most cases and to exerts more productive efforts to keep moving up the ladder to attain self-actualization. Gathungu, Mike, Iravo and Namusonge (2015) examined the effect of promotion strategies on organizational commitment of bank employees in Kenya and found that staff promotion has a significant relationship with organizational commitment, particularly among employees who are on contract list while no significant relationship exists between promotion strategies and employee on full time job in Kenyan banking sector. Similarly, Mustapha and Zakaria (2013) found a positive and significant relationship between opportunity for promotion and job satisfaction. In an organization, whether small, medium or large, promotion will help employee job advancement, growth in the workplace and enhance employee job commitment and consequently help to build a happy and motivated employee (Armstrong, 2009).

Although, Chitale, Mohanty and Dubey (2013) stated that unlike pay, some employees may not want frequent promotion because promotion to them increases their responsibility and increase work hour but most employees value promotion since promotion provides opportunities for individual personal growth and development, a better wage and additional prestige on the job.

Working Condition: Working condition is the most perceived comparison of job with working environment which plays a very significant role on organizational commitment. When a working condition is relatively conducive, workers' morale will be lifted and will guarantee a positive attitude on their job (Adeyori, 2019). Working condition could be achieved by providing modern equipment like quality furniture, well-ventilated and spacious offices to make work attractive and generate employee readiness to put in more productive efforts towards achieving organizational predetermined goals and objectives (Ajie & Omotunde, 2015). For tertiary institutions to guarantee employee job satisfaction and organizational commitment, it is imperative to provide an enabling and safe work environment.

2.3 Theoretical Framework

Theories are useful tools in sociological analysis for they help in no small way in explaining or predicting social phenomenon. They provide “road maps” that help us understand how society and organizations work. (Omeire & Omeire, 2017). This paper will be anchored on **Organizational support theory**.

Organizational support theory suggests that employees form a generalized perception about the extent to which the organisation values their contributions and cares about their well-being (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2017). The theory was propounded by Eisenberger, Huntington, Hutchinson and Sowa. According to , Eisenberger *et al.* (1986), “organizational support theory holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees

form a general perception concerning the extent to which the organization values their contributions and cares about their well-being”. They further assert that such perceived organizational support would increase employees’ felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded.

According to Cotterell, Eisenberger and Speicher (1992), “when the organization gives resources to employees in a voluntary manner rather than under circumstances beyond their control, employees will view such aid as being genuinely valued and respected by the organization”. Organisational support would be seen as effective if employees view organizational rewards and favorable job conditions such as pay, promotions, job enrichment, and influence over organizational policies as voluntary behaviors of organizations (Eisenberger *et al.*, 1986).

Eisenberger, Huntington, Hutchinson and Sowa (1986) posits that employees infer the extent to which the organisation cares about their well-being through various policies, practices, and treatment. It suggests that an organisation is perceived as caring and valuing employees' wellbeing when it provides employees with adequate job resources. Schaufeli and Bakker (2004) referred to them as physical, psychological, social, or organisational aspects of the job that are functional in achieving work goal, dealing with job demand, fulfilling the psychological needs of employees and help in maintaining, accumulating and developing mental and physical capacity (personal growth, learning, and development) to perform and adapt to work. The job resources are embedded in human development practices categorized into career supports, interpersonal supports, financial supports, and training/developmental opportunity support, which are under the control of supervisor, employer or fellow employees (Eisenberger, Huntington, Hutchison & Sowa, 1986).

2.4 Empirical Review

This section discusses empirical work carried out on the Job Satisfaction and Organizational Commitment among academic staff in polytechnic and other institutions of other country.

Azeem (2010) investigated the relationship between Job Satisfaction and Organizational Commitment among employees in the Sultanate of Oman. Data were generated through questionnaire. Inferential statistics such as Pearson-product moment correlation and multiple regression analysis were used to analyze the data collected. It was found that significant relationship exists between Job Satisfaction and Organizational Commitment. The study further revealed that supervision, pay and job tenure among other variables are the most significant predictors of organizational commitment be it affective, continuance and normative.

Lumley *et al.* (2011) examined Job Satisfaction and Organizational Commitment of employees in the information technology companies in South Africa. The study used nine proxies of Job Satisfaction namely: pay, supervision, promotion, fringe benefits, operating procedures, co-workers, contingent rewards, nature of work and communication. The study adopted both descriptive and inferential statistics (Pearson-product moment correlation, stepwise multiple regression) for data analysis and the result revealed a positive significant relationship between job satisfaction variables and organizational commitment constructs (affective and continuance commitment) but no significant relationship exists between job satisfaction variables and normative dimension of organizational commitment

Akanbi and Itiola (2013) investigated the relationship between Job Satisfaction and Organizational Commitment in the Nigeria health sector with a focus on Ekiti State. The study adopted correlation, regression, t-test and analysis of variance for data analysis and found a positive significant relationship between the variables of Job Satisfaction (reward, supervisory role, job related stress and training) and Organizational Commitment. Akpan (2013) investigated job security and Job Satisfaction as

determinants of Organizational Commitment among university teachers in Cross River, Nigeria. Survey design was employed with a sample of 290 lecturers systematically selected from two Universities. Structured questionnaire was employed in data collection while multiple regression and t-test were adopted for data analysis. This study revealed that both job security and Job Satisfaction jointly have a significant effect on Organizational Commitment of universities teachers. Also, the study revealed that job satisfaction is a potent determinants of Organizational Commitment.

Akeke *et al.* (2015) examined the effect of Job Satisfaction on Organizational Commitment among three hundred and forty-three non-teaching personnel of tertiary institutions in Ekiti State, Nigeria. Data were collected using questionnaire while both descriptive and inferential statistics were employed for data analyses. It was found that pay, job security, supervision, job enrichment, job challenges leads to Job Satisfaction. The study further revealed that job satisfaction variables has significant positive influence on both affective and continuance commitment. The minor distinction between Akeke *et al* (2015) study and this current study is that the former study was conducted in Ekiti state wherein Job Satisfaction was measured against affective and continuance dimensions of Organizational Commitment but fails to measure Job Satisfaction against normative dimension of Organizational Commitment.

Abebe and Markos (2016) examined the relationship between Job Satisfaction and Organizational Commitment in public higher education institution in Arba Minch University, Ethiopia. Self-administered questionnaire was used in data collection while descriptive and inferential statistics was employed for data analysis using Pearson product moment correlation coefficient, independent t-test, ANOVA. The study revealed positive significant relationship between Job Satisfaction variables (promotion, supervision, fringe benefits, contingent rewards, relationship with co-workers, nature of work, communication) and Organizational Commitment except pay. The study concluded that employees with longer tenure, married, higher educational qualification and older are more committed to their job compared to employees having short tenure

with organization, single, lower qualification and younger in age. Mabasa *et al.* (2016) examined the relationship between Job Satisfaction and Organizational Commitment among academic staff members in a selected higher education institution in South Africa. Data were collected through questionnaire while analysis was conducted through correlation, t-test and analysis of variance. The study therefore found significant relationship between Job Satisfaction and Organizational Commitment variables (affective and continuance commitment) but non-significant relationship between job satisfaction and normative commitment.

Govender and Grobler (2017) examined job satisfaction and organizational commitment in a South Africa airline. The study employed cross-sectional survey design while total sample of 245 participants were selected from technical section of a South African airline. Data were collected through questionnaire while descriptive and inferential statistics were employed for data analysis. The study therefore found a positive significant relationship between Job Satisfaction facets (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, communication) and Organizational Commitment constructs (affective, continuance and normative).

Valaei and Rezaei (2019) empirically investigated the relationship between Job Satisfaction and Organizational Commitment among ICT-SMEs in Malaysia. The study examined Job Satisfaction indicators such as supervision, nature of the work, communication, contingent rewards, co-worker, fringe benefits, payment, promotion and operating procedures and how they relate to normative, affective and continuance commitment dimensions of commitment. Data from 256 respondents from ICT-SMEs employees were analyzed using structural equation modelling approach. The study found that payment, promotion, fringe benefits, co-worker, communication, operating procedures and nature of the work are positively associated with affective commitment. Similarly, payment, promotion, fringe benefits, supervision, contingent rewards, operating procedures and nature of the work have a positive relationship with normative

commitment. It was recommended that employees should cherish and value their jobs by developing likeness for their duties and tasks. It was also recommended that ICT-SME's managers should design strategies that would make employees feel a sense of pride in doing their jobs and perceive their job as enjoyable and fun.

Bashir and Gani (2019) tested the effects of Job Satisfaction on Organisational Commitment among academics in both private and public universities in Northern India. 396 academics were surveyed to respond to items on Job Satisfaction and Organisational Commitment through the use of questionnaire. Structural equation modelling was used to analyze the links among the different constructs of Job Satisfaction and Organisational Commitment. The study found that Organisational Commitment is significantly impacted by Job Satisfaction among university academics in India. The study recommends that to encourage greater satisfaction among academics may positively influence work-related behaviors, especially commitment among them.

3.0 MATERIAL AND METHOD

Research Design: Cross-sectional survey research design was employed in this study. Obadan (2016) stated that survey research design is a scientific method of inquiry in which a researcher selects a sample of respondents and administers a standardized research instrument on them.

Population and Sample Size: The population of focus in this study is made up of the academic staff of Auchu Polytechnic, Auchu, Edo State, Nigeria. The population of the academic staff in the institution is estimated to be 691 (Onwe & Edeh, 2019). From the population stated above, the sample size of the study was determined to be 254 using Yamane's formula which is the application of normal approximation with 95% confidence level and 5% error tolerance.

The formula and computation are given as:

$$n = \frac{N}{1+N(e^2)}$$

Where: n = sample size; N= population = 691; e = level of significance = 0.05

$$n = \frac{N}{1 + N(e^2)} = \frac{691}{1 + 691(0.05^2)} = 253.35 \cong 254$$

Model Specification: The models specified in this study followed the review of extant literature. The models for this study are functionally specified as:

$$ACOM = (PAY, PROM, WCON) \dots\dots\dots (1a)$$

$$CCOM = (PAY, PROM, WCON) \dots\dots\dots (2a)$$

$$NCOM = (PAY, PROM, WCON) \dots\dots\dots (3a)$$

$$OCOM = (PAY, PROM, WCON) \dots\dots\dots (4a)$$

Mathematically, the models are specified as follows:

$$ACOM_i = \alpha_0 + \alpha_1PAY_i + \alpha_2PROM_i + \alpha_3WCOM_i + +\varepsilon_i \dots\dots\dots (1b)$$

$$.CCOM_i = \alpha_0 + \alpha_1PAY_i + \alpha_2PROM_i + \alpha_3WCOM_i + +\varepsilon_i \dots\dots\dots (2b)$$

$$NCOM_i = \alpha_0 + \alpha_1PAY_i + \alpha_2PROM_i + \alpha_3WCOM_i + +\varepsilon_i \dots\dots\dots (3b)$$

$$OCOM_i = \alpha_0 + \alpha_1PAY_i + \alpha_2PROM_i + \alpha_3WCOM_i + +\varepsilon_i \dots\dots\dots (4b)$$

Where: ACOM = Affective commitment; CCOM = Continuance commitment; NCOM = Normative commitment; OCOM = Organisational commitment; PAY = Pay, PROM = Promotion; WCOM = Working condition, a priori expectations: $\alpha_1 \dots \alpha_3 >0$; ε = Error term

Research Instrument: The research instrument used for this study is the questionnaire. The questionnaire is made up of three sections. Section A provides for demographic data of respondents. Section B contains questions on job satisfaction of academics while Section C contains questions on organisational commitment. Copies of the questionnaire were administered electronically using *Google Form* to the academic staff of Auchi Polytechnic, Auchi.

Validity and Reliability of Instrument: To guarantee the validity of the instrument, the instrument was reviewed by an expert in the field of Business Administration. Relevant corrections were made and effected in the final copy used. Using the Cronbach's Alpha approach, the reliability scores for the variables are 0.715, 0.555, 0.792, 0.455, 0.744 and 0.828 for affective commitment, continuance commitment, normative commitment, pay, promotion and working condition respectively.

Methods of Data Analyses: Data generated through the use of structured questionnaire were analysed using descriptive statistics (frequency, percentage, mean, standard deviation) and inferential statistics (correlation and regression analyses). Statistical Package for the Social Sciences (SPSS) version 24.0 software was used to conduct the necessary analyses at 5% level of significance.

4.0 RESULTS AND DISCUSSION

4.1 Results

The relationships between the different variables were established using Pearson correlation coefficients and multiple regression analysis. The research findings from the study were discussed.

Table 1: Pearson correlation coefficients among research variables

VARIABLES	OCOM	PAY	PROM	WCON
Organisational Commitment (OCOM)	1.000	0.216*	0.474**	0.599**
Pay (PAY)	0.216*	1.000	0.497**	0.205*
Promotion (PROM)	0.474**	0.497**	1.000	0.391**
Working Condition (WCON)	0.599**	0.205*	0.391**	1.000

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 24.0 Results Output

Table 1 reveals the correlation matrix of the research variables. As shown in the result above, organisational commitment (that is, the aggregate of affective, continuance and normative commitment) is positively and significantly related to pay ($r=0.216$, $p < 0.05$); promotion ($r=0.474$, $p < 0.05$); and working condition ($r=0.599$, $p < 0.05$).

Table 2: Relationship between job satisfaction and organisational commitment dimensions

Variables	Model I	Model II	Model III	Model IV
	Affective Commitment (ACOM)	Continuance Commitment (CCOM)	Normative Commitment (NCOM)	Organisational Commitment (OCOM)
C	1.8061	1.9561	1.1772	1.6464
	(5.4205)	(6.3996)	(3.6076)	(6.6744)
	{0.0000}	{0.0000}	{0.0004}	{0.0000}
Pay (PAY)	-0.1104	0.04557	-0.0219	-0.0289
	(-1.2033)	(-0.5415)	(-0.2437)	(-0.4256)
	{0.2311}	{0.5891}	{0.8079}	{0.6711}
Promotion (PROM)	0.2127	0.1345	0.2624	0.2032
	(2.8346)	(1.9544)	(3.5714)	(3.6582)
	{0.0053}	{0.0528}	{0.0005}	{0.0004}
Working Condition (WCON)	0.3351	0.1672	0.4729	0.3251
	(5.1519)	(2.8014)	(7.4228)	(6.7495)
	{0.0000}	{0.0059}	{0.0000}	{0.0000}
R-Squared	0.2895	0.1532	0.4596	0.4271
Adj. R-Squared	0.2729	0.1336	0.4470	0.4137
F-statistic	17.2341	7.7823	36.5708	32.0496
Prob (F-statistic)	0.0000	0.0000	0.0000	0.0000
Akaike info criterion (AIC)	1.1313	0.9588	1.0894	0.5300

Source: SPSS 24.0 Results Output

Affective commitment: The results show that only one variable (pay) out of the three independent variables is not statistically significant at 5%. Promotion and working conditions have a positive and significant relationship with affective commitment. The

R-Squared of 0.2895 shows that the explanatory variables account for 28.95% of the variations in the dependent variable. The F-statistic of 17.2341 is significant at $p < 0.05$ ($p = 0.0000$). This means that there is a statistically significant relationship between the dependent variable and the independent variables.

Continuance commitment: The results show that two variables (pay and promotion) out of the three independent variables are not statistically significant at 5%. Working conditions has a positive and significant relationship with continuance commitment. The R-Squared of 0.1532 shows that the explanatory variables account for 15.32% of the variations in the dependent variable. The F-statistic of 7.7823 is significant at $p < 0.05$ ($p = 0.0000$). This means that there is a statistically significant relationship between the dependent variable and the independent variables.

Normative commitment: The results show that only one variable (pay) out of the three independent variables is not statistically significant at 5%. Promotion and working conditions have positive and significant relationship with normative commitment. The R-Squared of 0.4596 shows that the explanatory variables account for 45.96% of the variations in the dependent variable. The F-statistic of 36.5708 is significant at $p < 0.05$ ($p = 0.0000$). This means that there is a statistically significant relationship between the dependent variable and the independent variables.

Organisational commitment: In this study organisational commitment is the aggregate of affective, continuance and normative commitment. The results show that only pay is not statistically significant at 5%. Promotion and working conditions have a positive and significant relationship with organisational commitment. The R-Squared of 0.4271 shows that the explanatory variables account for 42.71% of the variations in the dependent variable. The F-statistic of 32.0496 is significant at $p < 0.05$ ($p = 0.0000$). This means that there is a statistically significant relationship between the dependent variable and the independent variables. Based on the Akaike info criterion (AIC) scores for the four models, Model IV (Organisational commitment) is the most preferred because it has the least score of 0.5300.

4.2 Discussion of Findings

First, this study found that there is no significant relationship between pay and organisational commitment. The study of Sangbum *et al.*, (2014) posits that the most deleterious situation is when employees perceive large negative pay disparities. For clarification, Sangbum *et al.* (2014) uses the term positive disparity to refer to a situation where the individual's pay is higher than that of the referent point, and uses the term negative disparity to denote the opposite. The negative pay disparity perceived by employees is likely to decrease their job satisfaction, motivation and willingness to cooperate. Empirical finding support this when it showed that large pay negative disparities among employees prompt self-serving efforts and diminish cooperation (Sangbum *et al.*, 2014). Large pay negative disparities are also likely to increase political sabotage that may include withholding of vital information from peers, attempts to damage the reputation of firms, and politics or actions that have little relevance to operational issues (Tuschke, 2003). More so, empirical findings have pointed out the harmful effects of managerial pay disparities on job satisfaction, firm performance and lower product quality.

Second, it was found that promotion positively and significantly influence organisational commitment.. Promotion provides employees with opportunities for personal growth, more responsibilities and also high social status. Empirical evidence has also showed that many employees found to be complaining that their career advancement has been more delayed in the workplace tend to reduce their commitment (Boswell, Boudreau & Tichy, 2005). As found by Kickul, Lester and Finkl (2002), negative perception of discrepancy between pre and post-merger opportunity led job dissatisfaction. The study also showed that perceived disparity between pre and post-merger policy for promotion has been showed to affect employee's willingness to cooperate and intention to turnover. Finally, the study revealed that working condition positively and significantly related to organisational commitment. This research finding agrees with the outcomes of Anis, Ria and Koko (2012); Imam, Raza and Ahmed (2014); Omoankhanlen, Oloda and Ajenka

(2014), and Mayowa-Adebara and Aina (2016) who found a significant relationship between work environment and organizational commitment. Omotunde (2015) asserts that the provision of modern equipment like quality furniture, well-ventilated and spacious offices will help to provide good working environment and hence makes work attractive further support the significant relationship between working condition and organisational commitment.

5.0 CONCLUSION

This examined the relationship between job satisfaction and organisational commitment among academics in Polytechnic. Job satisfaction was measured using lecturers' satisfaction with pay, promotion and working environment. Using Google Form, an online based approach to questionnaire administration and retrieval, one hundred and thirty three (133) copies of questionnaire were validly retrieved from the academic staff of Auchu Polytechnic. The results show that the questionnaire were filled by lecturers across different cadres as follows: Assistant Lecturer (12.8%), Lecturer III (18.8%), Lecturer II (16.5%), Lecturer I (18%), Senior Lecturer (17.3%), Principal Lecturer (4.5%) and Chief Lecturer (12%). Data obtained were statistically analysed using frequency distribution, percentages, mean, standard deviation, correlation and regression analyses. The research outcomes showed that pay as a construct of job satisfaction does not have statistically significant relationship with organisational commitment. However, the study revealed that promotion and working condition are significant determinants of organisational commitment among lecturers in polytechnics.

6.0 RECOMMENDATIONS

Based on the research findings, the following recommendations are made:

- i. This study is important to the management of polytechnics and other tertiary institutions. To ensure that the working condition and facilities in the institutions are adequate, modern and functional to provide satisfaction for the lecturers and propel them to be committed to their jobs.

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- ii. Promotion is found to be significantly related to organisational committed. It is therefore recommended that for management to get lecturers committed to teaching and research, they must be promoted as at when due with the accompanying financial benefits. The promotion process must be transparent, fair and free from nepotism and godfatherism.
 - iii. Lecturers are least satisfied with their pay as revealed by the study. Management and other stakeholders should ensure that lecturers are well paid so that they would be more committed and dedicated to their jobs.

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