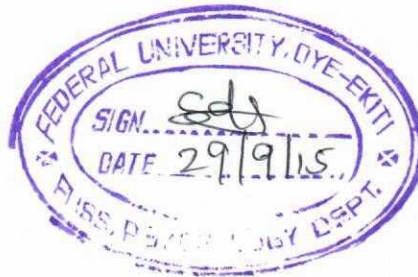


**INFLUENCE OF JOB SATISFACTION AND JOB INSECURITY ON JOB COMMITMENT  
AMONG NON-ACADEMIC STAFF IN FEDERAL UNIVERSITY OYE-EKITI**

**BY**

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**A PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
THE AWARD OF BACHELOR IN SCIENCE DEGREE IN PSYCHOLOGY BY THE  
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SCIENCES, FEDERAL UNIVERSITY OYE-EKITI, OYE-EKITI.**

**SEPTEMBER 2015**

## CERTIFICATION

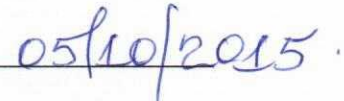
I hereby certify that this study was carried out by **ILORI ABIOLA DANIEL**,

(Matric no: PSY/11/0206) of the department of psychology, Federal University Oye-Ekiti, under my supervision.



DR. MRS. A.O OLATUNJI

SUPERVISOR



DATE

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PROF. B.O OMOLAYO

\_\_\_\_\_  
DATE

## **DEDICATION**

This project is dedicated to God Almighty, for His love and guidance all through this program.

## ACKNOWLEDGEMENT

My profound gratitude goes to my supervisor, Dr. Mrs A.O. Olatunji, for her help and helpful counsel at all times during this project. May the lord be with you and your family and may you live long for us. I also want to express my wholehearted appreciation to Dr. Abiodun Lawal and Miss Oluwakemi Omole for their assistance during this project. I really appreciate your kind gesture. My greeting goes to all my lecturers who have impacted sound knowledge into my life.

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I also want to appreciate by dearest mother and father Pastor/Pastor Mrs Ilori for their spiritual and physical contributions to my life. I pray they live to enjoy the fruit of their labour long. Another significant personality is my dearest elder sister, Ilori Abimbola Deborah who in all ways possible is a contributor to the success of my program. I pray you find favour in all your endeavours, also my younger once Ilori Abigail and IloriEbenezer. I love you both. Other contributors to the success of this program include: Ojo Taiye Adebisi, Shomorin Abayomi (elege ibile), Oyekanmi Oluwatosin (T-Billz), Oti Francis (HRM),Gbenga Akinsanya Solomon,Fagbeyiro Oluwasegun Emmanuel (Saxix), Ayomide (my daughter), Pastor Daramola Damilola, Folakemi, Bolanle, Oyeniran Tolulope and all the RCF Oye-Ekiti family, pray that the love that binds us together will not diminish.

Finally all praise to God for making me an achiever in the great Federal University Oye-Ekiti and not a mere passerby.

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## ABSTRACT

This is a research that extends the previous work in job satisfaction and job insecurity, 200 individuals answered each question concerning how satisfied they were with their job. The study predicted that there will be a significant relationship job satisfaction and job insecurity on job commitment among non-academic staff in Fedral University Oye Ekiti, Ekiti State.

One hundred and forty (140) non-academic were selected within University Oye Ekiti. This non-academic staffs were administered questionnaire which comprises of demographic data, Minnesota Satisfaction Questionnaire (MSQ), organizational commitment scale (OC) and job insecurity scale for them to signify their responses. Three hypothesis were stated and was tested with t-test for independent sampling.

Result shows that perceived job insecurity did not influence job commitment ( $t=0.99; df=138$   $p>.05$ ). This non-significant difference can be observed in the mean; where non-academic staff who perceived low job insecurity ( $\bar{x}=65.60$ ) were not significantly different in job commitment from those who perceived high job insecurity ( $\bar{x}=74.59$ ). Job commitment ( $t=0.99; df=138$   $p>.05$ ). This non-significant difference can be observed in the mean; where non-academic staff who perceived low job insecurity ( $\bar{x}=65.60$ ) were not significantly different in job commitment from those who perceived high job insecurity ( $\bar{x}=74.59$ ).

In line with the above result, it was therefore concluded that job satisfaction and job insecurity will influence job commitment among non-academic staff in FUOYE.

**Key Word:** Job satisfaction, Job insecurity, Job commitment



# CHAPTER ONE

## INTRODUCTION

### 1.1 BACKGROUND OF THE STUDY

Research on the concept of organisational commitment has attracted the attention of the researchers especially in the field of organisational/industrial psychology. The role of employee organisational commitment in ensuring organisation success cannot be overemphasized. In today world of competitive business, employee commitment to organisation is very important in ensuring speedy achievement of organisational goals and objectives. Employee level of commitment determines their level of contribution to overall performance of the organisation and play crucial role in improving firm competitive power with the rival in the global market. Commitment is an important factor in organisational settings that determine employee level of performance and overall organisational productivity. Base on the importance of this factor in work setting, the need to research on this concept especially in academic settings become mandatory.

Job satisfaction is an important element from organizational perspective, as it leads to higher organizational commitment of employees and high commitment leads to overall organizational success and development (Feinstein, 2000) additionally growth, effectiveness and efficiency of the organization and low employees' intentions to leave the organization (Mosadeghard 2000). Feinstein (2000) says in order to increase individual's satisfaction level employees should be given advancement opportunities. Similarly changes in organizational variables, such as pay scales, employee input in policy development, and work environment could then be made in an effort to increase organizational commitment and overall out come.

Simply, the association between motivation, job satisfaction and organizational performance can be viewed as job insecurity. This is why motivation can be elaborated as what individuals strive to achieve better. However, not everyone gets motivated by the identical factors. Someone may get

motivated by or satisfied by achieving higher authority and responsibility where some other person merely needs flexibility in work schedule, or someone may be motivated by sense of accomplishment. When we talk about motivation this only effects people when they are ready for it and when it is applied the best way suitable for them.

The employee commitment to their organisation can be seen as how well the workers are showing dedication and loyalty to their firms, the level of this commitment and loyalty in turn influences their level of contribution to organisational growth and development. the role of human capital in improving organisational efficiency cannot be underestimated as high level of employee commitment to work are the driven force behind sustainable organisational development. A commitment employee go extra mile in helping the firms to achieve goal and objectives. This set of employee is ready to sacrifice many things to make sure their organisation sets goals and objectives are achieved. One of the qualities of commitment employee is the high level of organisational citizen behaviour which is a form of behaviour that is favourable to organisational growth while this set of workers tends to avoid any kind of counterproductive work behaviour that is against the interest of organisation (Scholl, 2008).

From Allen and Meyer (1996) perspective, organisational commitment can be conceptualised as a form of psychological link or attachment between an employee and organisation which reduced the probability that such employee will quit the organisation. People that are highly commitment to their work-place tends to have less turn over –intention and tend to expand their effort or work extra hours to ensure organisational success. While various factors have been reported to be related to organisational commitment, job satisfaction and job insecurity has been widely documented in psychological literature.

Job satisfaction can be defined as the level of employee feeling about their job. Job satisfaction is positively correlated with organisational commitment (Moser, 1997). A satisfied employee is expected to do anything that can promote the survival of their firms in competitive

business world. however, a dissatisfied employee may not be motivated to engage in any extra role that can ensure firm growth, dissatisfied tends to reduced employee moral to work, in other words, they may be thinking of findings better organisational they can improve their living styles or standard, in other dissatisfied employee tends to have low commitment to their place as they will not think twice to leave the organisation if any job opportunity should come their way.

Also the concept of job insecurity has been widely researched in the field of organisational behaviour. From Greenhalgh and Rosenblatt (1984) point of view, job insecurity can be defined as the ‘‘Assurance that an employee has about the continuity of gainful employment for his or her job situation’’. An employee with high level of perceived job insecurity may have more commitment to their organisation (Sverket, *al*, 2004). The fact that they feel their job and their position in their organisation is safe as an employee, the set of workers will always want to maintain their job in the organisation. In other word job insecurity tend to strengthen the intention of employee to maintain their job in the organisation. Since they know that there job is secure and safe, such employee is expected to be punctual and engage in other form of productivity in the organisation.

## **1.2 STATEMENT OF PROBLEM**

Job commitment has been approached from a variety of conceptual and operational perspective is in the field of academic and practical management.

One of the objectives of any business organisation is to make maximum profit and improve their competitive power over their rival firms in global market. High level of commitment among the skilful and competent employee in the organisational are very crucial to speedy achievement of the goals and objectives. High level of employee commitment has been reported to improve organisational performance and overall firm growth and development (Dirani&Kuchinke, 2011). employee commitment level is very important if firm are to run business successfully as human capital are the back bone of organisational productivity.

Various studies have been conducted on the concept of job satisfaction and job insecurity in association with organisational commitment. Researchers such as Sverk and Hellgren, (2002), Apisakkul (2000) and others have work on this concept in the past. However little research have examined the interaction effect of job satisfaction and job insecurity on organisational commitment, most of the empirical studies on these concept only look at the influences of job satisfaction and job insecurity separately. Another short-coming in the past studies is the fact that no-or little studies have examined organisational commitment among employee in FUOYE.

In addition majority of the work on job satisfaction and job insecurity in related to organisational are mostly foreign oriented, Apart from the fact that they are western oriented some of these studies used small sample size which reduced their generalization strength. For instance the findings of Hasnain, Amreen-Alam and Hasan (2014) reported that even though their study are able to established a significant relationship among job satisfaction, job insecurity and organisational commitment, their findings should be interpreted with caution as small sample were used, they suggest that more study should be carried out to established the reliability of their study. Base on this shortcomings in this past work, the present study is aimed at improving the literature by examining the influence of job satisfaction and job insecurity on organisational commitment among non-academic workers of Federal University Oye Ekiti.

### **1.3 RESEARCH QUESTIONS**

The following questions will be answered in this study;

- i- Will job satisfaction have significant influence on organisational commitment?
- ii- Does job insecurity have significant influence on organisational commitment?
- iii- Does gender have any significant influence on job commitment?

#### **1.4 OBJECTIVES OF THE STUDY**

The study aim is to examine the influence of job satisfaction and job insecurity on organisational commitment among non-academic workers of FUYOYE; the following are the specific objectives;

- i- To examine the influence of job satisfaction on organisational commitment
- ii- To investigate the influence of job insecurity on organisational commitment
- iii- To investigate the influence of gender on job commitment

#### **1.5 SIGNIFICANCE OF THE STUDY**

The findings of this study will have both theoretical and practical application. The Theoretical implication of this findings will be in term of contributing to the body of knowledge on the how factors affecting employee commitment. In other word, it will add to existing literature on how factors such as reward, job satisfaction, job insecurity, gender impact organisational commitment. Practically the findings of the study will provide people with empirical data which will be useful in establishing various management policies that can improve the life of the employee in various organizations. In others words the study will provide university management with data which can be used to established adequate reward system policy in academic settings.

#### **1.6 SCOPE OF THE STUDY**

The aim of the study is to examine the influence of job satisfaction and job insecurity on organisational commitment among non-academic staff of FUYOYE. Staff of Federal University Oye Ekiti has been purposively selected to represent this non-academic workers population. Data will be gathered from respondent through the use of questionnaires. . In the study the dependent variable is organisational commitment which will be measured by adopting standardized instruments, the independent variable are job satisfaction, job insecurity.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 THEORETICAL FRAMEWORK

This study will be anchored on the basis of three theories, which will include: Duality Theory of Job Satisfaction, Theory of Work Adjustment, Scientific management theory, Motivation Theories and Maslow 'S Hierarchy of Needs.

##### 2.1.1 DUALITY THEORY OF JOB SATISFACTION

The debate on job satisfaction started when Herzberg published his book "THE MOTIVATION TO WORK" (1959). This book was based on interviews conducted with engineers and financial Managers. The respondents were asked to recite a story about the event when they went exceptionally bad or exceptionally good. According to those situations he divided work dimensions in two elements Motivators and Hygiene factors. All those factors those caused exceptionally good feelings were motivators and satisfying factors; achievement, recognition, work itself, responsibility, advancement, and growth. While recalling about the exceptionally bad events, they responded following points, administration of the company and its policy, supervisory behavior, relationship with superiors, working environment, salary, relationship with coworkers, relationships with subordinates, status, personal life, and safety measures.

Herzberg described the above as Hygiene factors and related these events with external context of the work, and the motivators are going to deal with internal mind state. He compared his theory with traditional approach in motivation that assumes that salary, supervision or company policy leads employees towards higher job satisfaction. According to Herzberg job satisfaction is not through improving these 10 hygiene factors but by escalating the six motivators. Moreover, an absence of the motivator factors will not cause job satisfaction e.g. when employees were not

offered recognition or achievement or any other motivator for their work this will not cause the dissatisfaction of job yet they are not going to be motivated. The concept parallel to job satisfaction is not job dissatisfaction but no job satisfaction, and similarly opposite of job dissatisfaction is not job satisfaction but no job dissatisfaction.

Herzberg's theory was severely criticized and pointed out by various researchers, as Vroom (1964) this theory was making people uncovering themselves and making them good by attributing positive events to internal factors and negative events to external events. Even (1964) also criticized his work as he said that this theory was based on a limited job range and examined only one aspect of the job attitude, but if critical incident method of interviewing is followed and used findings support the duality (Herzberg's) theory of job satisfaction.

This theory is related to this study as it emphasizes the hygiene factors and motivators among staff of an organization. Besides, the theory is in concomitant with traditional approach in motivation that assumes that salary, supervision or company policy leads employees towards higher job satisfaction.

### **2.1.2 THEORY OF WORK ADJUSTMENT**

The study was based on the Theory of Work Adjustment (Dawis, & Lofquist, 1991). This theory suggests that work environment and employees interact to meet each other's requirements and this interaction is called environment-personality correspondence. The interaction (environment-personality correspondence) should be maintained if a long lasting employment relationship between the employer and the employee is to be achieved. Employees are more satisfied by jobs that meet their needs and they can retain such jobs longer when they are satisfied and are performing well (Roessler, 2002).

Basing on this argument, this study proposed that job retention for non-academic staff in Federal University Oye Ekiti is influenced by the terms of service that is in the terms of type of employment contract, remuneration and job insecurity. This is because terms of service determine the nature of the work environment which affects the degree of job retention for employees. With this theory in mind, the researcher established the extent to which terms of service for staff in Federal University Oye Ekiti affect their job retention as it is clarified in the next sections of this background.

This study used Dawis and Lofquist's (1991) Theory of Work Adjustment (TWA) as a way of conceptualizing intentions for workers to stay in their jobs in Makerere University. According to TWA, individuals strive to achieve optimal balance between their personality characteristics and the environment's characteristics. In other words, individuals seek to match their personality (their abilities and needs) with the ability requirements and reinforces of the work environment and that is why this theory is at times called Person-Environment Correspondence Theory and it conceptualizes the interaction between individuals and their work environments. According to the Theory of Work Adjustment, work environments require certain tasks to be performed while an employee should bring skills to perform those tasks. In exchange, the individual requires compensation for work performance and certain preferred conditions, such as a safe and comfortable place of work. The environment and the individual must continue to meet each other's requirements for that interaction (employment relationship) to be maintained.

Through the process of correspondence, individuals gain more satisfaction in their work places and become satisfactory workers. This combination of satisfaction and satisfactoriness leads to what is called correspondence (Dawis & Lofquist, 1991). Because intentions for job retention are relevant to both the workers' personality and to the requirements and reinforces of their professions, TWA can illuminate some of the work related obstacles faced by staff in Federal University Oye Ekiti and give an insight on how such obstacles have contributed to the decreased job retention among staff in this university.



The Theory of Work Adjustment is an alternative to Vroom's Expectancy Theory of motivation which the researcher felt could not suffice because of its emphasis on individuals' choice of a particular set of actions or behaviors believed to deliver the desired outcomes (Paper Masters, 2009) while disregarding effects of the interaction between the work environment and the employee. To study job retention one should regard it as an adaptation to on-the-job barriers and challenges (Roessler, 2002). Some have used the terms career adaptability (Cochran, 1990; Goodman, 1994) or career adaptation (Power & Hershenson, 2001) to describe this capacity. Roessler (2002) said that intentions to retain a job is a function of three constructs that is to say, match, maturity, and mastery. The match construct determines career adaptability and is related to proper fit between a person and a job, as described in the Minnesota Theory of Work Adjustment (Dawis, 1964). The maturity construct relates to meeting the developmental or expectable challenges that unfold with time on the job. The mastery concept pertains to the day-to-day problems that occur in the workplace that thwart one's career motives and threaten job retention (Roessler, 2002).

Theory of Work Adjustment postulates that employees are satisfied by jobs that meet their needs leading to better performance. The more they are satisfied the better they perform and the higher the intentions of retaining the job (Roessler, 2002). The theory further emphasizes that job satisfaction is directly related to retention (or indirectly related to retention through intention to stay). Thus, individual workers' characteristics are indirectly related to job retention through intent to stay. In other words, workers with particular characteristics are best suited for non-academic jobs that have work demands that correspond with their individual characteristics and lack of correspondence results into job quits. workers depend on the university work environment to reinforce their needs while the university depends on individual lecturer to meet the demands or requirements of the job.

The greater the correspondence between the lecturer and the university work, the greater the job satisfaction, performance, and job retention. Lack of correspondence, on the other hand, results

in two outcomes that threaten intentions to stay (job retention): Employees who cannot meet critical job demands are considered unsatisfactory by their employers who ultimately terminates them; or if employees are not participating in preferred activities or receiving desired reinforcers on the job, they become dissatisfied with their work and ultimately they will voluntarily leave the workplace.

Without correspondence, (good job-person match) workers cannot retain their jobs. Job-person match is therefore a necessary element of career adaptability and job retention.

Job quits (a primary symptom for low job retention) is a natural response to personal and social expectations related to job satisfaction, high earnings, job insecurity and any other job expectations. Attainment of job satisfaction, high pay or any other benefit for many workers may contribute or satisfy internal achievement and self actualization. Achievement of such values can manifest, in part, in an individual's commitment to their jobs (Dawis & Lofquist, 1991) and intentions to stay. According to TWA, humans strive for correspondence between their work personalities and work environments (Dawis & Lofquist, 1991). The work personality is made up of structures (the worker's abilities and values) and style (the worker's way of integrating abilities and values into the work place environment). Correspondence between the work personality and the work environment is achieved by mutual satisfaction of the individuals' requirements of the individual. Most problems faced by employees result from poor person-work environment match (Dawis & Lofquist, 1991).

As adapted in this study, the Theory of Work Adjustment holds that terms of service influence job retention of university non-academic staff. That employment contract, level of remuneration and minimum wage pay, job insecurity and the general employment environment influence job satisfaction, job performance and job retention. In the application of the Theory of Work Adjustment to this study on terms of service and job retention, the variables will be identified as:

1. Terms of service refer to the different conditions offered, demanded or accepted by employees or employers when making a contract or an arrangement of employment.

2. Job retention is the maintenance of a stable or upward employment trajectory by a non-academic staff in Federal University Oye Ekiti.
3. However in adopting the Work Adjustment Theory for this study, the researcher is not ignoring its shortcomings. The theory is quite extensive and complex and does not clarify on the predictable ( expectable) on-the-job challenges that a person must meet over time in order to advance in a position nor is there anything said about how a person can learn to cope more effectively with unpredictable day-to-day problems that occur at work. It requires a lot of effort from both the employee and the employer to interpret the employment situation and make it understandable to each other which is not clear since employers and employees have different job interpretations.

### **2.1.3 MOTIVATION THEORIES**

Motivation deals with the factors that shape people's behaviour. The three components of motivation identified by Arnold et al (1991) cited in Armstrong (2002; 56) are 1) direction 2) effort and 3) persistence. In a work environment, employees can self-motivate by seeking and engaging in activities that will lead them to achieve set goals (intrinsic motivation) or be motivated by management through various reward systems (extrinsic motivation) (Armstrong, 2002; 56).

Earlier views on motivation, albeit not always perfect, have proved to be an important part of the foundation for evolutionary growth. Motivation is a blend of factors that drives people's actions and it can be classified as individual, group and organizational motivation. The different theories of motivation, in their different ways facilitate our understanding of the complex process of motivation and the fact that there are no straightforward answers to motivating anybody (Armstrong, 2002; 57). Scientific management sees money as the primary human motivator, while the view of human relations is that social factors are the primary human motivator (Sarin, 2009; 237). Frederick Winslow Taylor, who is known as the father of scientific management, focused on

applying the concepts of science to improve production by relying on the use of 'observation, measurement, analysis and improvement of work methods, and economic incentives'. His study of work methods in great detail identified the best process for doing each job and laid emphasis on output.

This theory was not particularly favoured with workers, who believed that it was not fair to increase output without a commensurate increase in reward (Stevenson, 2002; 21 cited in Maxwell et al; 2008; 433). The instrumentality theory of motivation derived its roots from the scientific management theory of Taylor and also emphasized the importance of money as the main reason people work. Hence, rewards or otherwise should be linked directly to performance. However, this theory fails to take into consideration other human needs that could affect performance (Armstrong, 2002; 57). This omission gave rise to the needs theory, the basis of which is the belief that an unfulfilled need creates a sense of anxiety. Therefore, in order to create a sense of fulfillment, once a need is identified, a pattern of fulfilling it must be set out. However, not all needs are important at a given time in a person's life. Some needs are more urgent than others (Armstrong, 2002; 58).

Abraham Maslow's theory (1940) cited in Sarin (2009; 237) is said to have based his theory on Henry A. Murray's postulation that people seek to satisfy their various needs at the same time, rather than in a specific order. Murray's Manifest Needs however did not arrange the identified needs in any particular order of importance, unlike Maslow's hierarchy of a set of five needs - Physiological, Insecurity, Social, Esteem and Self actualization - each of which is related to the other and arranged in order of hierarchy.

According to him, once a need is met, it does not motivate a person's behaviour again. However, it is possible to either move up or down each of the levels depending on whether a need has been fulfilled or the realization of a need is being endangered (Sarin, 2009; 237). McClelland (1975) identified three needs - achievement, affiliation and power - that motivate managers. However, while agreeing with Maslow that motives are part of the personality, he is of the opinion that they are caused by environmental factors. The levels of these needs are dependent on different

individuals. While some may have a higher need for achievement, others may desire affiliation or power (Armstrong, 2002; 58).

All these have been packaged to motivate employees so as to improve on their performance. However, the general problem of monetary incentives is that they are effective in the short run but not necessary cost effective, on the other hand, money can motivate depending on the individuals need for money. Money is not an end itself but means of satisfying needs, employee remuneration proceeds high organizational productivity his for workers to be satisfied with their job, there is need to study the various motivation theories postulated by management experts.

#### **2.1.4 SCIENTIFIC MANAGEMENT THEORY**

Scientific management theory was developed in the early 20th century by Frederick W. Taylor. Scientific management theory is important because its approach to management is found in almost every industrial business operation across the world.

The founding father of scientific management theory is Frederick W. Taylor (1856-1915). He was an American inventor and engineer. His two most important works were Shop Management (1903) and The Principles of Scientific Management (1911). The husband and wife team of Frank Gilbreth, Sr. and Lillian Moller Gilbreth contributed to the theory. This duo continued the practice of time and motion studies started by Taylor, believing they could find the best way to perform each task studied.

Scientific management theory seeks to improve an organization's efficiency by systematically improving the efficiency of task completion by utilizing scientific, engineering, and mathematical analysis. The goal is to reduce waste, increase the process and methods of production, and create a just distribution of goods. This goal serves the common interests of employers, employees, and society.

Scientific management theory can be summarized by Taylor's Four Principles:

1. Managers should gather information, analyze it, and reduce it to rules, laws, or mathematical formulas.
2. Managers should scientifically select and train workers.
3. Managers should ensure that the techniques developed by science are used by the workers.
4. Managers should apply the work equally between workers and themselves, where managers apply scientific management theories to planning and the workers perform the tasks pursuant to the plans.

During the early 20th century, Frederick Winslow Taylor developed a number of management and organizational theories that led to significant breakthroughs in business practices. Since that era, levels of industrial manufacturing have grown exponentially throughout much of the world. Taylor's ideas have dramatically shaped modern methods of mass production and structural organization.

In 1903, Henry Ford formed a business partnership with Alexander Malcomson, a coal dealer based in Detroit (The Franklin Institute). Together, they launched the Ford Motor Company, which drew from a diverse network of auto parts suppliers and manufacturers in order to mass-produce automobiles (ibid). At the close of its first year in production, the growing company netted \$36,000 (ibid).

In those early days of automobile manufacturing, during the assembly stage the body of the car would be fixed into a stationary position as workers brought and added individual parts and to the vehicle (The Franklin Institute). Each car was produced by teams of skilled laborers, and, working together, these groups collectively spent over 12 hours building each car (EyeWitness to History, 2005). This process was very expensive and time-consuming, thus making it impossible for Ford to mass-produce his cars at affordable prices. Ford soon sought ways to streamline this process and produce a larger volume of vehicles in a shorter amount of time. Ultimately, Ford hired

management theorist Frederick Winslow Taylor to help map out possible solutions (The Franklin Institute).

Around the same time that Taylor started experimenting with his theories, the prominent businessman Henry Ford was hard at work developing several of his now infamous automobiles. Ford named these cars alphabetically from A to S. According to *The Case Files: Henry Ford*, published by The Franklin Institute, Ford's most successful car was the Model T, which began production in 1908 (The Franklin Institute) – just a few years before Taylor published his seminal work, *Principles of Scientific Management*, in 1911. Implementing Taylor's theories, Ford Motor Company ultimately produced over 15 million Model Ts between 1908 and 1927 (ibid). As you will explore in greater detail later in this reading, Henry Ford's ambitious production efforts decreased the cost of production, which allowed for lower prices in the market place. Ford's goal was to create "a motor car for the great multitude" (ibid) and make automobile travel available and affordable for everyone. "When I'm through," he said, "just about everyone will have one" (ibid).

Henry Ford and Frederick Winslow Taylor's engineering breakthrough could not have come at a better time for the auto industry. Ford recognized the benefits that Taylor could bring to his operations and took full advantage of his expertise and strategies. As a result, the auto industry has continued to thrive throughout the 20th and 21st centuries, making use of new efficiencies and cost reductions, and leading to regular improvements to manufacturing processes across all industries.

Scientific management theory fits this study as its approach to management is found in almost every industrial business operation across the world including the higher institutions. Its influence is also felt in institutions such as in planning, process design, quality control, cost accounting, and ergonomics and also improving the efficiency of task completion by utilizing scientific, engineering, and mathematical analysis to how non-academic staff are remunerated.

## 2.1.5 MASLOW 'S HIERARCHY OF NEEDS

According to Robert (1971), the best known theory of motivation was proposed by "MASLOW", who hypothesized that work of every human being there exist an hierarchy of five (5) needs. According to Maslow, human beings have needs that can be arranged in hierarchy of needs; if these needs are satisfied human being will be motivated to perform however a satisfied need is no longer a motivator.

Maslow saw human needs ascending from the lowest to the highest and opined that once a set of need is met it cease to be a motivator. The needs hierarchies are Physiological needs, safety needs, affiliation or acceptance needs, esteem needs, self-actualization needs.

- Physiological needs: These are basic needs of sustenance in life such as food, clothing, and shelter. It is believed according to Maslow that these needs have to be fulfilled before other needs can motivate people.
- Insecurity or Safety needs: These are needs of Safety such as job insecurity, fear of losing homes
- Acceptance needs: This is the need that people have to be accepted in a social environment
- Esteem needs: Here, people having accepted and have a sense of belonging, they want to be held in high esteem by themselves and others, this kind of needs can be reflected in power, prestige, status and respect.
- Self-actualization: This is the highest need in this hierarchy; it is the desire to accomplish one's desire using one's potential.

Maslow hierarchy of needs theory has received wide recognition particular managers, this could among participating managers, this can be attributed to the theory intensive logic and case of understanding, unfortunately however research does not generally validated the theory, as Maslow provide as empirical substantiation.



Patton (1948), explain that factors that can be found useful by managers in motivating subordinate highlight the following basic motivation which are simple, practical and similar to those enumerated by Herzberg:

- \* Money sometimes may be a reflection of other motivator.
- \* Fear that is the fear of errors, or loss of job or reduction of a bonus.
- \* The lack of motivation considered as an important factor present in many aspect of life.
- \* The urge to achieve leadership, which is the will to be a leader ones peer.
- \* Status which includes promotions, large office, challenging job, company car, curbs membership etc.
- \* The challenge found in job / work.

Patton's theory of motivation put money in position as being in a similar study of employees (Ansoff (1985) and other found out that all healthy staff have a reservoir or potential energy dischallenge in the basic of individuals motivational derived and the situations opportunities presented. This is to say that every non-academic staff in universities have certain need that should be met by the institutions, but failure to meet this needs results to Job un-satisfaction and this may in one way or the other loose commitment in the institution. When this plays out, it revealed that the basic needs of the staff have been overlooked and that the maslow 's hierarchy of needs have just been breached.

## **2.2 LETERATURE REVIEW**

### **2.2.1 JOB SATISFACTION**

The concept and assessment of job satisfaction began in 1911 with the research of Taylor. Taylor (911) stated that rewards like the earnings of the job, incentive payments, promotion, appreciation, and opportunities for progress could lead to increased job satisfaction ( as cited by Aslan, 2001). Various researchers have defined the term job satisfaction. Wiener, (1982) states that job

satisfaction is an attitude towards work-related conditions, facets or aspects of the job. Feinstein (2000) was of the view that Job satisfaction is more of a response to a specific job or various aspects of the job.

Job satisfaction according to Glisson and Durick, (1988); Kim, (2005) is define as the feelings or a general attitude of the employees in relation with their jobs and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues. Many models or theories have been carried out regarding job satisfaction. According to Robbins and Judge (2009), job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while an unsatisfied person holds negative feelings. Job satisfaction is a pleasurable positive state resulting from one's job and job experience (Locke, 1976).

According to Jain, Jabeen, Mishra & Gupta (2007) individuals show pleasurable positive attitudes when they are satisfied with their job. Herzberg et al. (1959) defined the best known popular "theory of job satisfaction". Their two-factor theory suggests that employees have mainly two types of needs, listed as hygiene and motivation. Hygiene factors are the needs that may be very satisfied by some certain conditions called hygiene factors (dissatisfies) such as supervision, interpersonal relations, physical working conditions, salary, benefits, etc.

Locke (1969, p. 317) defined job satisfaction and dissatisfaction as *"That job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values (Schwepker, 2001, p. 41)". Job dissatisfaction is "the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's values"*.

According to Lok and Crawford (2001), the variable closely to the commitment is job satisfaction. Ivancevich et al.'s (1997) defined job satisfaction as an attitude that individuals have about their

jobs. It results from their perception of their jobs and the degree to which there is good fit between the individuals and the organizations.

Job satisfaction has been correlated with enhanced job performance, positive work values, and high levels of employee motivation and lower rates of absenteeism, turnover and burnout. Therefore managers should be concerned with the level of satisfaction in their organization and the ultimate aim for those who organize and control workers is dissatisfaction (Spector, 2003). In addition, Spector explain that there must be a combination of the two-factors. Abraham Maslow (1970) developed one of the best known theories of motivation; the Needs Hierarchy Theory. It states that within each individual there exists a hierarchy of five need levels. The needs range from basic or lower level needs to higher level needs.

Job satisfaction is an important element from organizational perspective, as it leads to higher organizational commitment of employees and high commitment leads to overall organizational success and development (Feinstein, 2000) additionally growth, effectiveness and efficiency of the organization and low employees' intentions to leave the organization (Mosadeghard 2000). Feinstein (2000) says in order to increase individual's satisfaction level employees should be given advancement opportunities. Similarly changes in organizational variables, such as pay scales, employee input in policy development, and work environment could then be made in an effort to increase organizational commitment and overall out come.

Elton Mayo found that interaction within the group is the biggest satisfier. Safety, relation to work and success are followed by intergroup relations (Bektas, 2003). Mosadeghard, (2000) gave Job satisfaction dimensions like nature of the job, management and supervision, task requirement, co-workers, job insecurity, and recognition and promotion had more effect on employees "organizational commitment in organizational set up. Pensions and profit-sharing plans are positively associated with job satisfaction (Bender and Heywood, 2006).

Other researchers or professors' definition for job satisfaction as follows:

Job satisfaction is said to be an important factor of productivity at work (Lin, 2012).

Job satisfaction refers to an individual's positive emotional reactions to a particular job and these reactions result from comparing the actual and present results with those that are desired or anticipated by the individual (Oshagbemi, 1999).

Job satisfaction is an affective/emotional reaction to one's job, that results from the incumbent's comparison of actual outcomes with those that are expected or desired (Cranny, Smith, & Stone, 1992, cited in Weiss, 2002).

Job satisfaction has been defined both as a global construct and as a concept with multiple dimensions/ facets (Locke, 1969, 1970; Price, 1997; Scarpello & Campbell, 1983, cited in Lund, 2003), i.e., the overall job satisfaction as well as the satisfaction with pay, physical conditions of work, the content of work, and relations with colleagues, among others.

Job related elements, pay, promotional opportunities, supervision, and relationship with co-workers, job insecurity and some demographic questions could be used to measure the job satisfaction levels of non-academic staff (Khalid, 2012). While, this study is to survey whether or not the university staff are satisfied with eight job elements- the salary, benefit packages, working environments, duties, organizational decisions, leader's concern, social relation, self-value, overall job satisfaction (satisfaction with the institution, the opportunity to update knowledge, the social prestige of the job).

### **2.2.2 JOB INSECURITY AND JOB RETENTION**

Mamdan (2007: 61) in his book "Scholars in the Market Place" reported that some of the non-academic staff in Makerere University could remain in office for more than ten years while not being confirmed as the staff. This lack of confirmation of staff meant that such employees could lose their jobs easily most especially in an event of institutional restructuring, downsizing or technological advancement. All these factors have also played out to limit a non-academic staff intention to retain jobs in a university. Job insecurity is essential not only for employees but also for

employers. Its importance stems from the fact that it is critical for influencing work-related outcomes. For instance, job insecurity is an important determinant of physical and psychological wellbeing of employees (Burke, 1991; Kuhnert and Palmer, 1991) for employee turnover (Arnold and Feldman, 1982); for employee retention (Bhuiyan and Islam, 1996); for job satisfaction (Burke, 1991; Lim, 1996); and for organizational commitment (Iverson, 1996). Despite these several attempts to relate job insecurity and the work environment, none of them related job insecurity in a university setting and more so in Makerere University. This study was thus carried out to cover up the knowledge gap that existed.

Wilson (2001) defines job insecurity broadly as “an individual to remain employed with in the same organization with diminution of seniority, pay, pension rights, etc.” while scholars like Kim, (2002) shares similar view when he define job insecurity as the workers’ right to be treated with dignity and respect as reflected in notions of „good faith“ and „mutual trust“ and confidence which the employer should observe in the period when still with the employee. Such a definition does not bring in the aspect of treating employees basing on humanitarian perspective to protect employees from job loss though it does not clarify how job insecurity for employees can be achieved. Considering the discrepancies in the above definitions, the definition of job insecurity that was adopted for this study was from Herzberg (1968) who defined job insecurity as the extent to which an organization could provides stable employment for employees. This definition was considered worthwhile since it clearly shows that it is the role of the employer to create job insecurity for employees and failure to do that denotes insecurity. The employer must put in place provisions to show employees that their jobs are secure even in events of major organizational changes.

The Business Dictionary .com, (2009) similarly defines job insecurity as the assurance employees have about the continuity of gainful employment for their work life. According to Wikipedia (2008) job insecurity is defined as the probability that an individual will keep the job. These definitions

show that job insecurity entails that employee retaining the employment statuses in the same organization as long as they still choose to work there. The definitions however fail to highlight the factors that bring about job insecurity for employees in any given organization.

Opposing the forgoing definitions, Public Service Alliance of Canada BC (2008), sees job insecurity is the presence of provision in a collective agreement protecting a worker's job, as in the introduction of new methods or machines and thus should be agreed upon prior to the commencement of employment.

Similarly, several theories have been advanced to describe the relationship between job insecurity and job retention; Nosse et al; (2004) for example suggests that absence of job insecurity (and other dissatisfiers) can result in disenchantment with a job even if the satisfiers are present leading to low job retention. Ashford (1989) also theorized that job insecurity determines attitudinal reactions from employees- such as reduced satisfaction, reduced commitment, and intentions to quit which are threats to job retention. These propositions suggest that job insecurity is a prerequisite to job retention but fail to trace the causes leading to lack of job insecurity yet it is the starting point for one intending to study such a relationship. Thus, the relationship between job insecurity and job retention should be characterized by a positive relationship between the employee and the employer, basic employer knowledge and sensitivity to the employee's needs knowledge of employment rights frameworks and good workplace modification.

### **2.2.3 DIMENSIONS OF JOB SATISFACTION**

The idea of job satisfaction is very complicated (McCormick & Ilgen, 1985). Locke (1976) presented a summary of job dimensions that have been established to contribute significantly to employees' job satisfaction. The particular dimensions represent characteristics associated with job satisfaction. The dimensions are:

1. The Work Itself
2. Pay
3. Promotions

4. Supervision
5. Co-Workers
6. Working Conditions

### **1. The Work Itself**

The nature of the work performed by employees has a significant impact on their level of job satisfaction. According to Luthans (1992), employees derive satisfaction from work that is interesting and challenging, and job that provides them with status. Landy (1989), advocates that work that is personally interesting to employees is likely to contribute to job satisfaction. Similarly, research suggests that task variety may facilitate job satisfaction (Eby & Freeman, 1999). This is based on the view that skill variety has strong effects on job satisfaction, implying that the greater the variety of skills that employees are able to utilize in their jobs, the higher their level of satisfaction (Ting, 1997).

Sharma and Bhaskar, (1991) postulate that the single most important influence on a person's job satisfaction experience comes from the nature of the work assigned to him / her by the organization. They claim that if the job entails adequate variety, challenge, discretion and scope for using one's own abilities and skills, the employees doing the job is likely to experience job satisfaction. Khaleque and Choudhary, (1984) found in their study of Indian managers, that the nature of work was the most important factor in determining job satisfaction for the top managers, and job insecurity as the most important factor in job satisfaction for managers at the bottom.

### **2. Pay**

Pay refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. Remuneration and earnings are a cognitively complex and multidimensional factor in job satisfaction. According to Luthans (1998), salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level need of people.

Previous research (Voydanoff, 1980) has shown that monetary compensation is one of the most significant variables in explaining job satisfaction. In their study of public sector managers, Taylor and West (1992, cited in Bull, 2005) found that pay levels affect job satisfaction, reporting that those public employees experienced lower levels of job satisfaction.

According to William et al (2006) (cited from Till & Karren, 2011), the actual pay level and pay satisfaction is probably a function of the discrepancy of perceive pay level and the amount that employee believes their pay should be. Meanwhile, Lawler (1991) (cited from Heneman III & Schwab, 1985), had presented a perspective that views pay satisfaction as a discrepancy between how much pay one feels one should received and how much one feels is actually received. The primary goal of the present study is to seek a better understanding of the antecedents of pay satisfaction, and specifically, to focus on pay comparisons and the perceptions of fairness and organizational justice.

Pay level serves as function of personal characteristic of employees, is substantial evidence and as an illustration from the combinations of various pay level and benefit (Heneman III & Schwab, 1985). Pay level also is related with aggregate pay satisfaction and organizational performance, with the three points, which can be elaborated with the individual pay satisfaction or dissatisfaction leads to differential individual behavior outcomes. Second is a differential individual behavioral outcome becomes shared and produce an emergent collective structure that results in organizational attitudes, norms and behaviors. And the last one is, from the constructive behavioral based collective attitudes, norms and behavior will subsequently impact organizational performance and functions (Currall et al, 2005).

### **3. Supervision**

Research indicates that the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction.

Research appears to be vague since most research indicates that individuals are likely high levels of job satisfaction 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). These researchers generally hold that dissatisfaction with the management supervision is a significant predictor of job dissatisfaction. The above findings are 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.

#### **4. Promotion**

An employee's opportunities for promotions are also likely to exert an influence on job satisfaction (Landy, 1989; Larwood, 1984, Moorhead & Griffen, 1992; Kinicki & Vecchio, 1994). Robbins (1998) maintains that promotions provide opportunities for personal growth, increased responsibility and increased social status. Bull, (2005) postulate that many people experience satisfaction when they believe that their future prospects are good. This may translate into opportunities for advancement and growth in their current workplace, or enhance the chance of finding alternative employment. They maintain that if people feel that they have limited opportunities for career advancement, their job satisfaction may decrease.

According to MaComick and Ilgen (1985), employees' satisfaction with promotional opportunities will depend on a number of factors, including the probability that employees will be promoted, as well as the basis and the fairness of such promotions. Moreover, not all employees wish to be promoted. The reason therefore is related to the fact that promotion entails greater responsibility and tasks of a more complex nature, for which the individuals may consider themselves unprepared. If employees perceive the promotion policy as unfair, but do desire to be promoted, they may still be satisfied.

Nonetheless, opportunities for promotion appear to have a significant positive correlation with job satisfaction (Staudt, 1997) report on a study that indicates the opportunity for promotion was found to be the best and only common predictor of job satisfaction in child welfare, community

mental health, and family services agencies. Promotional opportunities therefore have differential effects on job satisfaction, and it is essential that this be taken into account in cases where promotion policies are designed to enhance employee satisfaction.

### **5. Co-Workers**

Research (Mowday & Sutton, 1993), suggests that job satisfaction is related to employees' opportunities for interaction with others on the job. Studies have shown that the better relationship, the greater the level of job satisfaction (Wharton & Baron, 1991). According to Staudt (1997), such social relations constitute an important part of the 'social climate' within the workplace and provide a setting within which employees can experience meaning and identity.

When cohesion is evident within a work group it usually leads to effectiveness within a group and the job becoming more enjoyable. However, if the opposite situation exists and colleagues are difficult to work with, this may have a negative impact on job satisfaction. The impact of friendship on workplace outcomes is shown by results that indicate that friendship opportunities were associated with increases in job satisfaction, job involvement and organizational commitment, and with a significant decrease in intention to turnover (Luddy, 2005).

### **6. Working Conditions**

Working conditions is another factor that has a moderate impact on the employee's job satisfaction (Luthans, 1992; Moorhead & Griffen, 1992). According to Luthans (1998), if people work in a clean, friendly environment, they will find it easier to come to work. If the opposite should happen, they will find it difficult to accomplish tasks. Vorster (1992) maintains that working conditions are only likely to have a significant impact on job satisfaction when, for example, the working conditions are either extremely good or extremely poor. Moreover, employee complaints regarding working conditions are frequently related to manifestations of underlying problems (Luthans, 1992; Visser, 1990, Vorster, 1992).

## 2.2.4 ORGANIZATIONAL COMMITMENT AND TYPES OF EMPLOYEE

### 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 (Swales, 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). In order to make employees satisfied and committed to their jobs, there is a need for strong and effective motivational strategies at various levels of the organization. Besides that, Ayeni and Phopoola (2007) have found a strong relationship between job satisfaction and organizational commitment. According to them job satisfaction is mostly determine how well the organization meets employees expectations.

On the other hand, Maxwell and Steele (2003) believed that the organization concerned on the look after employees' interest. It is clear, the higher the experience, the more positive the impact on the commitment. Further, an individual's experience with their co-workers had the impact on highly commitment to the organization (Maxwell and Steele, 2003). High level of organizational commitment provide a clear focus for human resource manager on the grounds that commitment is in itself good and positive that should lead to high level of work performance.

According to Joolideh and K.Yeshodhara (2008), several alternative models of commitment were proposed in the 1980s and early 1990s; multidimensionality was common to all (Meyer and Allen, 1991). There are three-component model of affective, continuance, and normative commitment as mentioned above (Gunlu, Aksarayli & Percin, 2009). According to Meyer and Allen (1997, p.11):

*[. . .] 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.*

*All the three components namely Affective Commitment that is psychological attachment to organization; Continuance Commitment- costs associated with leaving the organization; and Normative Commitment- perceived obligation to remain with the organization have implications for the continuing participation of the individual in the organization'. (Ayeni & Phopoola, 2007).*

The following are the various types of employee commitment:

### **1. Affective Commitment**

Affective commitment is type of commitment 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 (Meyer et al., 1993, p. 539). The researchers also focusing on employee work experiences suggest that employees whose work experiences are consistent with their expectations and satisfy their basic needs tend to develop stronger affective attachment to the organization (Dunham et al., 1994; Hackett et al., 1994; Meyer et al., 1993).

According the study done by Feinstein (2002), in the Organizational commitment has been described as consisting of two constructs that is affective and continuance (Allen & Meyer, 1990). As defined by Mowday, Porter, and Steers (1982), affective organizational commitment is "a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization."

### **2. Continuance Commitment**

The counterpart to affective organizational commitment is continuance organizational commitment, which considers the idea that individuals 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. In addition, Meyer et al. (1993) stated that skills and

education are not easily transferred to other organization which tends to increase workers' commitment to their current organizations.

Those who stay within their organization with a strong continuance commitment are there just because they need it. Continuance commitment reflects economic ties to the organization based on the costs associated with leaving the organization. Research into continuance commitment suggests that this component consists of two related sub-dimensions: personal sacrifice and perceived lack of alternatives (Dunham et al., 1994; Meyer et al., 1990). Both personal sacrifice and perceived lack of employment alternatives increase the costs associated with leaving the organization.

### **3. Normative Commitment**

Normative commitment explain the employees with strong normative commitment 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 Gechman (1977) argued that normative commitment to the 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. Besides that, normative commitment might also develop because of the "psychological contract" between an employee and the organization (Roussenu, 1995).

Furthermore, normative commitment can increase when an individual feels loyal to his employer or responsible to work for the benefits that he gets from the organization as a result of the desire to compensate the favors received from the institution (Meyer et al., 1993). The normative component of commitment concerns the employee's belief about one's responsibility to the organization. Employees who are normatively committed to the organization remain because "they believe that it is the right and moral thing to do" (Wiener, 1982).

#### **2.2.5 REMUNERATION AND JOB RETENTION**

According to the UK Statistics Authority (2004) the term remuneration refers to earnings and pay (wages and salaries) provided directly by employers to employees in return for their supplied labour

while Insecurity Staffing (2008) defines remuneration as the aggregate gross annual emoluments payable to the worker pursuant to the engagement, including salary, payments, bonuses, housing allowance and profit related pay. These definitions both agree that remuneration is any payment for labour from the employer to the employee though they ignore non monetary forms of remuneration given to employees yet they are also important.

According to Business Dictionary.com (2009), remuneration is a reward of employment as pay, salary, or wage, including allowances, benefits (such as company car, medical plan, pension plan), bonuses, cash incentives, and monetary value of the non-cash incentives. All these are important forms of remuneration which are of particular interest to this study since they are believed to have an impact on job retention for employees. For purposes of this study, the definition of remuneration that was adopted was derived from Safeco Insurance Company of America (2008).

Remuneration is the form of payment that includes wages, commissions, bonuses, overtime pay, pay for holidays, vacations and sickness, payment for piece work, value of meals and lodging and other substitutes for money. This definition was preferred because it addresses both monetary and non-monetary forms of remuneration which are equally important. Several scholars theorized about relationship between remuneration and job retention. According to the Reinforcement Theory (Aswathappa, 2005) the implications of remuneration is that high employee performance followed by a monetary reward will make future employee performance [and their consequent job retention] more likely. While the Equity Theory (Aswathappa, 2005) suggests that employees who perceives inequality in remuneration seek to restore equality by changing employers and jobs which has negative implications for job retention. Both propositions highlight the importance of remuneration to job retention for employees. They however fail to show the remuneration form that has greater influence on job retention which is very important. Such information would clarify where employers should focus in an effort to improve employees' job retention.

According to Lofquist & Dawis (1991), employees bring their needs, aspirations and hopes to their jobs and they expect the work place environment where they can utilize their abilities and

satisfy their many other basic needs. Thus, employees must receive remuneration which they can use to satisfy their personal needs in return for their work. If their needs are not met, employees will seek redress through job quits or getting supplementary jobs (Roessler, 2002). Remuneration can take both monetary and non monetary forms of rewards (Giles, 2004). Giles further argues that while we all value money, employees will intuitively offset this benefit with the perceived costs to themselves - time taken, energy spent, personal risk or opportunities lost (e.g., time with family). This is especially relevant in contemporary society where work/life balance receives much scrutiny.

Money alone is not a great motivational tool to motivate staff and ensure retention. Other motivational tools such as recognition, symbolic rewards or a simple thank you play a critical role in employee motivation and thus intentions for employees to stay. Establishing what motivates people is core to establishing a sound recognition or non- monetary reward programme. In other words, it is important to use both monetary and non monetary rewards so as to motivate employees to improve on their intentions to retain their jobs.

Intrinsically most employees have a desire to feel needed, valued and appreciated in their role. This type of reinforcement not only results in happier employees but also in a more productive workforce (Giles, 2004) hence improving on employee motivation and job retention. Thus, organisations should be dependable in terms of remuneration and other benefits lest the level of commitment among employees reduces yet employees who are not committed eventually quit as seen in Tetey (2006). This is because employee attitudes and behaviours such as performance and intentions to retain jobs reflect their personal perceptions and expectations, reciprocating the treatment they receive from the employer (Giles, 2004).

#### **2.2.6 ORGANIZATIONAL COMMITMENT AS AN ANTECEDENT OF JOB**

##### **SATISFACTION**

There is no doubt that organizational commitment leads to job satisfaction. Job satisfaction has been recognized as a component of organizational commitment (Kovach, 1977). More specifically organizational commitment can be understood as a predictor of job satisfaction. La Lopa (1997)

stated that Job satisfaction is a significant predictor of organizational commitment. Many studies use different facets of satisfaction to predict employee attributes such as performance, organizational commitment, and service quality (Dienhart and Gregoire, 1993).

Tai et al. (1998) observed that Job satisfaction and Organizational Commitment are highly correlated.

Markovits et al., (2007); suggested that affective organizational commitment was found to be most influential with respect to levels of intrinsic and extrinsic job satisfaction. First, satisfaction with the job is directly related to organizational commitment (Brown and Peterson, 1993). Second, job satisfaction is either directly (Netemeyer et al., 1990) or indirectly (Brown and Peterson, 1994) related to a turnover intentions. Turnover intentions are perhaps the best indicator of future turnover (Futrell and Parasuraman, 1984). Thus job satisfaction can influence a variety of important attitudes, intentions and behaviors in employee. It is possible that job satisfaction facets are not equally related to other constructs such as organizational commitment. Johnson and Johnson, (2000) indicated that the employees develop attitudes toward such job facets as work, pay, promotion, co-workers, company policies, supervisors and customers.

According to Brown and Peterson, (1993) job satisfaction has an antecedent to organizational commitment. They also suggested a more detailed relationship between organizational commitment relationship from perspective of job satisfaction facets rather than global or overall job satisfaction. Boles et al. (2007) indicate that various facets of job satisfaction are more strongly related to organizational commitment. They also indicate that these relationships are not the same for male and female salespeople.

The issue of organizational commitment takes on increased importance due to its link with propensity to leave and turnover (Brown and Peterson, 1993). While there have been many proposed antecedents to organizational commitment, job satisfaction has, perhaps, received more attention than other precursors of salesperson organizational commitment (Babakus et al., 1999).



Some behavioural scientists state that organizational commitment is a predictor of job satisfaction; some say that job satisfaction is a predictor of organizational commitment. In any of the way strong relationship between organizational commitment and job satisfaction cannot be ignored.

### **2.2.7 JOB SATISFACTION IN FEDERAL UNIVERSITIES**

Hagedorn, (1994) tested a causal model among faculty at different stages of career development and found that satisfaction with salary, total work hours, and co-workers support affected the level of stress and ultimately satisfaction. Increased freedom and flexibility of non-academics would have resulted in significantly greater job satisfaction (Bender and Heywood, 2006).

According to Sonmezer and Eryaman (2008) Salary, social status, advancement, ability utilization, administrative-employee relationship, creativity, insecurity are the main factors that determine job satisfaction amongst education sector employees. The job satisfaction research among administrative staff generally found satisfaction is best predicted by work stress caused by interpersonal relationships and the teamwork perceptions (Volkwein et al., 1998). They found that team work has a positive association with satisfaction and work stress caused by interpersonal relationships is negatively associated with satisfaction. Same results were witnessed by Volkwein & Parmley (2000) when they studied administrative satisfaction and made a comparison between public sector and private sector universities.

Element of teamwork, those are same as Herzberg's relationship with co-workers, is found to be positively associated with satisfaction confirming the theory of Herzberg's. Johnsrud & Rosser (1999) conducted research on middle level managers and witnessed that perception of recognition, mobility, discrimination, and external relations, were the best explanatory variables of job satisfaction. Volkwein and Zhou (2003) found that organizational, environmental, and personal characteristics proved to be less influential than features such as teamwork, job insecurity, and interpersonal relationship. They concluded that overall satisfaction is the product of a complex balance of many ingredients.

However, Smerek and Peterson (2006) used all elements of duality theory to testify the impact of all these factors over the satisfaction of administrative employees; and concluded that the work itself was the biggest predictor of job satisfaction amongst university administrative employees. This study is conducted to verify the findings of Smerek and Peterson's work in an underdeveloped countries set up with lack of resources and poor infrastructure.

### **2.2.8 TYPE OF EMPLOYMENT CONTRACT AND JOB RETENTION**

According to the UK National Statistics Authority (2004), a contract of employment is a written agreement between the employer and employee which is enforceable by law while Wikipedia (2008) defines employment contract as an agreement entered into between an employer and an employee at the commencement of the period of employment stating the exact nature of their business relationship, specifically what compensation the employee will receive in exchange for specific work performed. The above definitions agree that a contract of employment is an agreement between an employer and the employee though they ignore the different types of employment contracts and their implications to job retention for workers which are considered important ingredients. According to the Business Dictionary.com (2008), an employment contract is regarded as an oral or written, express or implied, agreement specifying terms and conditions under which a person consents to perform certain duties as directed and controlled by an employer in return for an agreed upon wage or salary. Both the employee and the employer owe the duty of mutual confidence and trust, and to make only lawful and reasonable demands on each other and this can only be solved through the use of employment a contract which was considered important in this study due to its influence on job retention.

In view of the discrepancies in the above definitions, the definition of employment contract that was adopted for this study was derived from Business Dictionary (2008). An employment contract is a written agreement between an employer and an employee that details workplace duties and responsibilities of employees and the compensation the employer provides in return. This definition

was considered appropriate because it shows that employment contracts are an obligation for both employees and employers so as to specify the worker-employer arrangement, the authority of the employee, ownership of intellectual property, and dispute resolution mechanisms.

Several scholars have analyzed the relationship between employment contracts and job retention. Torrington and Hall (1995) for example theorized that a contract of employment governs the relationship between an employer and the employee; it can determine whether one of the parties involved is entitled to terminate the contract and on what grounds; making an employment contract a crucial instrument in the lives of employers and employees. Boyle (2000b) highlights the role of contracting as one of the main mechanisms through which partnership arrangements between organizations and employees are implemented. Torrington and Hall (1995) and Boyle (2000b) both seem to suggest that employment contracts have a binding effect to employers and employees. They however fail to address the possibility of sustainable employment for employees as brought about by the type of employment contract.

Taylor (2002) argues that permanent contracts are attractive to employees and such employees would most likely retain their jobs. It takes a very hard decision for an employee to leave a permanent job. Flexible staffing arrangements such as use of temporary contracts on the other hand make a work place look insecure and as a result employees quit leading to poor job retention argued Taylor. This notwithstanding, employees on temporary employment contracts are much less likely to receive fringe benefits such as paid sick leave and pensions than those on permanent contracts (Houseman, 1997; Kaguhangire, 2006). Barya (1994) while studying about workers and the law in Uganda found out that workers on temporary contracts have a perception of inequitable treatment and are usually unsatisfied with their jobs. The large gap in benefits occurs because employers distinguish between permanent and temporary employees in determining benefits eligibility. This differential treatment is often interpreted as a mistreatment by employees on temporary contracts who later choose to quit their jobs (Houseman, 1997).

## 2.2.9 RELATIONSHIP BETWEEN ORGANIZATION COMMITMENT AND JOB SATISFACTION

There are numerous investigations that have studied the relationship between organizational commitment and job satisfaction (Currivan, 1999). Some researchers have admitted that organizational commitment may be an independent variable with job satisfaction as an outcome (Bateman and Strasser, 1984; Vandenberg and Lance, 1992). According to Bateman and Strasser (1984) organizational commitment has an effect on job satisfaction, which in turn will affect the turnover intention. These research studies argue that the managers who are highly committed to the organizations may experience higher levels of job satisfaction (Lau and Chong, 2002). Irving, Coleman and Cooper (1997) found that job satisfaction was positively related to affective and normative commitment (with a stronger relation between satisfaction and affective commitment), but not with continuance commitment.

Rosin and Korabik (1991), using Canadian woman managers as their samples, reported that woman who felt that their expectations had not been met, who described their job as limited in leadership, responsibility, variety, time flexibility and autonomy and who cited office politics and being in a male dominated environment as potential factors in a leave decision, experienced low job satisfaction and organizational commitment and had a greater intention to leave. Besides, it is found that employees' initial commitment to an organization is determined largely by their individual characteristics and how well their early job experiences match their expectations. Later organizational commitment continues to be influenced by job experiences, with many of the same factors that lead to job satisfaction also contributing to organizational commitment or lack of commitment (Hellriegel, Slocum and Woodman, 2001).

Commitment is interrelated to satisfaction. Becker et al. (1995) in Tella et al. (2007) defined organizational commitment in three dimensions; (1) a strong desire to remain as a member of a particular organization, (2) a willingness to exert high levels of efforts on behalf of the organization and (3) a defined belief in and acceptability of the values and goals of the organization. In

conclusion the present study expects to know (a) the level of different components of organizational commitment and job satisfaction towards employee in the organization (b) the relationship between the components of organizational and general satisfaction, and (c) different types of demographic variable that may have significant influence on the different components of organizational commitment and job satisfaction. Besides, organizational commitment in relation to job satisfaction has received considerable attention in past research.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Moser, 1997). In addition, the work attitudes of job satisfaction and organizational commitment are important in shaping employees' intentions to stay or leave. Both were predicted to have direct effects on turnover intent of correctional employees. Organizational commitment is the bond between the worker and the organization. Employees with high commitment are loyal to the organization, share its values, and identify with the goals of the organization (Mowday, Porter, & Steers, 1982).

Besides that, Dubinsky et al (1990) using U.S, Japanese and Korean samples also reported a significant relationship between job satisfaction and organizational commitment. This finding may imply that nationality may have only minimal explanatory power with respect to this relationship.

#### **2.2.10 THE EFFECTS OF JOB INSECURITY ON EMPLOYEE SAFETY OUTCOMES**

Job insecurity research has focused primarily on attitudinal (e.g., job satisfaction), behavioral (e.g., employee turnover), and health outcomes. The spectre of losing one's job as a result of corporate restructuring, mergers and acquisitions, or organizational downsizing looms in the foreground for many of today's employees.

Fortune 500 companies alone have reduced their total workforce from an aggregate 14.1 million employees to 11.6 million between 1983 and 1993, with approximately 500,000 U.S. employees facing job loss each year as a result of these transitions (Simons, 1998). These are impressive numbers; however, they do not even begin to capture the number of employees who might be

concerned about losing their own jobs or the effect job insecurity can have on a range of important individual and organizational outcomes (Cameron, Freeman, & Mishra, 1991).

Studies have shown that job insecurity among employees' leads to job satisfaction (Ashford, Lee, & Bobko, 1989; Davy, Kinicki, & Sheck, 1991), an increase in positive physical health outcomes (Dooley, Rook, & Catalano, 1987; Kuhnert, Sims, & Lahey, 1989; Roskies & Louis-Guerin, 1990), and higher reports of psychological peace (Dekker & Schaufeli, 1995; Probst, 2000).

On the contrary, the effects of this job insecurity on employee attitudes, behaviors, and physical and mental health outcomes have been well documented; research on the implications of job insecurity for employee safety is virtually non-existent. However, in a review of literature, Landisberger, Cahill, and Schnall (1999) reported that studies examining the impact of lean production on employee safety found detrimental effects on employee health and injury rates in a variety of industries, including automobile manufacturing, telecommunications, and health care

### **2.3 EMPIRICAL STUDY**

Educational institutions are professional service organizations and contribute services through their organization's members without exception. The relationship between job satisfaction and job insecurity on job commitment among non-academic staff exists and significant. In 2011 Ahmed, Usman, and Rana stated, job satisfaction also mediates (intervenes) the relationship between facets of job and citizenship behavior. Therefore, increasing the job satisfaction of the organizational members is the only way to really enhance the service quality of the educational institutions (Tzeng, 1997).

In 1992 Lin also stated that Taiwan's domestic and foreign researchers confirmed that personal job satisfaction of the organization members has played an essential role in promoting the entire performance (Lin, 1992). Maslow (1970) raised five Need's Hierarchy in self-fulfilment; esteem, love, belongingness, safety, and physiological needs; while, Alderfer (1972) maintained those needs between levels which are not mutually exclusive but could be conductible simultaneously and separated the Maslow's theory into Existence, Relatedness, and Growth (so called ERG).

Vroom's (1964) Expectation Theory is 1. Value: the level that the individual believes efforts will bring hope's rewards; 2. Tools: the process of the individual's own efforts; 3. Expectations: mentions to the beliefs of individuals in the possibility of future performance through individual certain efforts.

Wernimont (1972) stated that the factors that impacted job satisfaction are the individual intrapersonal factors, and external environmental factors. In 1975 Seashore and Taber stated that the factors of job satisfaction can be summarized in two factors:

1. **Personal factors:** demographic characteristics, personality traits, abilities, contextual, perceptual, cognitive, and expectation.
2. **Environmental factors:** including political and economic environment, professional nature, organizational environment, and work environment.

Farrell (1978) trusted that there are two types of job satisfaction factors: Worker related factors: educational background, work experience, special training and work motivation; and job characteristics, i.e., payroll, marginal gains, conventional, participation, integration, communication, opportunity for advancement.

Herzberg (1966) held human motivation and satisfaction were controlled by two sets of factors, rather than the traditional belief that there is only ONE set of factors. He defined the contrary of the satisfaction to be "no satisfaction"; and the opposite of dis-satisfaction was defined as "no dissatisfaction". Intrinsic motivating factors consist of a sense of accomplishment, a sense of reward and praise, work itself, responsibility, growth, and promotion development; external maintenance factors include the salary, organized policy and management, inspecting skills, salary, interpersonal relationships, work environment, personal life, status and job insecurity. Satisfied employees produce higher job performance as debated by the plurality of early researchers and scholars. Herzberg's "health factor" of his two-factor theory only lowers the work dissatisfaction and is unable to increase job performance; but "motivating factor" can inspire a willingness to work and help to raise job performance.

Organ (1977) also pointed out that in some conditions, job satisfaction will affect workers performance to be good or bad. Rinehart and Short (1993) indicated that workers' job satisfaction is related to work environment, work involvement, morale, motivation to work, and school structure. "Job satisfaction is the individual degrees of a positive affective orientation, negative affective oriented are not satisfied with a positive affective work orientation (Chen, 2008). According to Chen (2008), job satisfaction applied in this study includes satisfaction with salary welfare, work environment, work characteristics, organizational decision-making, leadership care, interpersonal relationship, self worth, and overall job satisfaction.

The above shows that influencing factors of job satisfaction of non-academic staff, and most people consists of personal qualities and characteristics of the work environment, and their interactions. It is that the factors of job satisfaction are an emotional or behavioral reaction impacted by personal internal and external environmental factors. McArdle, Waters, Briscoe and Hall (2007) found that individuals who were adaptable were more likely to plan for unstable jobs and proactively identify employment opportunities before job loss occurred (Fugate et al. 2004). Perceptions of adaptability are also related to an individual's perceptions of control over his or her career, which are related to perceptions of job insecurity (Silla et al. 2009).

Moreover, individuals with a career-focused career concept are likely to view their career as independent from an organization (McArdle et al. 2007). They may be better able to cope with perceptions of job insecurity than those with organization-focused career identity, as perceptions of job insecurity are not directly affecting their career self-concept (McArdle et al., 2007). The literature on the relationship between commitment and satisfaction with one's job indicates that if employees are satisfied they develop stronger commitment to their work.

Lincoln and Kalleberg (1990) studied work attitudes of workers in the USA and Japan and found a correlation of 0.73 between job satisfaction and organizational commitment of workers in Japan and a higher significant correlation of 0.81 among American workers.



Azeem (2010) investigated the nature of relationships of demographic factors (age and job tenure) and job satisfaction facets with organizational commitment. The study also sought to determine the impact of demographic factors and job satisfaction facets on organizational commitment. A sample consisted of 128 employees from service industry were selected randomly. They were given a Job Descriptive Index (JDI) questionnaire and the Organizational Commitment Questionnaire (OCQ). Pearson's product moment correlation coefficient and multiple regression analyses were used to analyze the data. The results of the study show that the mean values of job satisfaction and organizational commitment are at moderate side. A moderate significant positive relationship was found among job satisfaction facets, demographic factors, and organizational commitment. Supervision, pay, overall job satisfaction, age, and job tenure were the significant predictors of organizational commitment.

Sverke, Hellgren and Naswell (2002) proposed that the relationship between employment insecurity and well-being will be more positive when the workers feel that they have some other alternatives regarding chances of getting other jobs. Employment insecurity can decrease the negative impact of job insecurity. Individuals' vision of their career prospect in the labor market and employment insecurity can influence their reaction towards job insecurity. Guest (1991) concludes that high organizational commitment is associated with lower turnover and absence, but there is no clear link to performance. It is probably wise not to expect too much from commitment as a means of making a direct and immediate impact on performance as it is not the same as motivation. Commitment is a broader concept and tends to withstand transitory aspects of an employee's job. It is possible to be dissatisfied with a particular feature of a job while retaining a reasonably high level of commitment to the organization as a whole. While creating a commitment strategy, Armstrong(1999) asserts that "it is difficult to deny that it is desirable for management to have defined strategic goals and values. And it is equally desirable from management point of view for employees to behave in a way that support those strategies and values". Creating commitment includes communication, education,

training programmes, and initiatives to increase involvement and ownership and the development of performance and reward management systems.

Adeyemo and Aremu (1999) in their study of 319 human service organization workers analyzed the effects of multiple predictors (job, organization, and worker characteristics) on satisfaction and commitment. They showed that skill variety and role ambiguity are best predictors of satisfaction, while leadership and the organization's age are the best predictors of commitment. Ellemer, Gilder, and Heuvel (1998) found that background variables as gender, level of education, or team size were not clearly related to three forms of commitment. On the issue of gender, Mathieu and Zajac (1990) reported its relationship to organizational commitment. Similarly, it was found by Irving, et.al. (1997) that the men in their sample had higher level of commitment than the women.

#### **2.4 STATEMENT OF HYPOTHESES**

- i Non academic staffs who are high in job satisfaction will report higher job commitment than those who are low in job satisfaction.
- ii Non academic staff who perceived low job insecurity will report higher job commitment than those who perceived high job insecurity.
- iii Male non academic staff will report higher job commitment than female non academic staff.

#### **2.6 OPERATIONAL DEFINITION OF TERMS**

**Job satisfaction:** This is when an employee is contented or enjoys his/her job. This states whether an employee is satisfied or not

**Job insecurity:** This is the assurance (or lack of it) that an employee has about the continuity of gainful employment for his or her work life

**Job commitment:** Organization commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization.

**Gender:** This refers to the status of the participant in the research work could be male or female.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 RESEARCH DESIGN

This study employs the Expo-Facto research design, which means that none of the variables were manipulated. The independent variables in this study are job satisfaction and job insecurity while the dependent variable is job commitment. The research design was used for collecting required information is survey analysis on the basis of self administered questionnaire, interview and personal observation.

#### 3.2 STUDY AREA

This study was conducted in Federal University Oye Ekiti, Ekiti State. The two campuses were used (Oye and Ikole campus)

#### 3.3 RESEARCH PARTICIPANTS

One hundred and forty non academic staff of the Federal University Oye Ekiti were used in the research, (70 Male and 70 Female).

##### 3.3.1 Table one showing the distribution of the Educational Qualification of the research participant.

	Frequency	Percent
SSCE	12	8.6
OND/NCE	26	18.6
HND	27	19.3
First Degree	62	44.3
Masters	13	9.3
Total	140	100.0

### 3.3.2 Table two showing the Marital Status research participant

	Frequency	Percent
Single	57	40.7
Married	83	59.3
Total	140	100.0

### 3.4 SAMPLING METHODS

The sampling technique adopted in this research study was accidental sampling technique. The technique was used because of the inability of the researcher to have access to all the on academic staff members of the two campuses. Therefore, the researcher approached non academic staff members and sampled those that volunteered to participate in the study.

### 3.5 DATA INSTRUMENT

Structured Questionnaire was used in this study to collect relevant information from the participant of the study. The questionnaire was divided into (4) four sections

#### 3.5.1 Section A: DEMOGRAPHIC DATA consisting:

Age, Gender, Educational qualification, Number of years spent on the job, Marital status

#### 3.5.2 Section B: ORGANIZATIONAL COMMITMENT SCALE (OC)

Organizational commitment scale was used to measure organizational commitment. The scale was developed by B. Buchanan (1974). The 23 item inventory was designed to assess the extent to which a worker is affectively attached to the achievement of the goal of an organization, with particular emphasis on the role the worker selflessly play in the process of the achievement. Ranging from strongly disagree (SD) to strongly agree (SA).

#### Reliability

Buchanan(1974) reported coefficients alpha of .86. while in this study, the researcher reported the reliability of .89

### **Validity**

Cook and wall (1980) correlated OC with overall organizational commitment by war, Cook and Wall and Obtained a concurrent validity coefficient of .62.

### **3.5.3 Section C: MINNESOTA SATISFACTION QUESTIONNAIRE (MSQ)**

Minnesota satisfaction Questionnaire was used to measure Job Satisfaction. The Scale was developed by D.J. Weiss, R.V. Dawis, G.W. England and L.H. Lofquist (1967) to measure job satisfaction. The 20 item inventory is a short version of the 100 item inventory earlier developed by the authors.

Weiss et. al. (1967) Reported a one week interval test-retest reliability coefficient of .89 and a one year interval coefficient of .70

### **Reliability**

Weiss et. al (1967) reported a one week interval test-retest reliability coefficient of .89, a one interval coefficient of .70

### **Validity**

By correlating the general satisfaction scale of MSQ with the overall score of job description index by smith et al. (1969) the concurrent validity coefficients obtained by Wanous (1997) for American samples = .71 and by Mogaji (1997) for Nigerian samples = .50

### **3.5.4 Section D: JOB INSECURITY SCALE**

Job Insecurity Scale was used to measure Job Insecurity. It was developed by Kinnunen , Feldt and Mauno (2003). The scale has Likert response format ranging from strongly agree, Agree, Undecided, Disagree, Strongly disagree. High score on scale indicates higher job insecurity while low score indicate lower job insecurity. The author reported internal consistency of .82

## **3.6 RESEARCH PROCEDURE**

The consent of the participants were sought and they were informed on the purpose of the research. It took each participant 15 minutes to complete but some took it home to fill. The administration of the questionnaire took one week. The total of one hundred and fifty (150) non

academic staff participated in the research, but one hundred and forty five (145) were retrieved, however, one hundred and forty (140) were properly completed and were used for data analysis.

### **3.7 DATA ANALYSIS**

The data were subjected to analysis using the Statistical Package for Social Science (SPSS). The statistical analysis that was used for this research is t-test for independent sample to analyse the data collected from the study participant. Independent t-test was employed to test the influence of non academic staff who are high in job satisfaction and those who are low in job satisfaction. Independent t- test was employed to test the influence of Non academic staff who perceived low job insecurity on job commitment than those who perceived high job insecurity. T- test was also used to test the influence of male non- academic staff and female non academic staff on job commitment.

## CHAPTER FOUR

### RESULTS

**Table 4.1: Table showing the influence of job satisfaction on job commitment**

DV	job satisfaction	N	Mean	SD	df	T	p
Job commitment	High	83	83.95	16.03	138	8.61	<.05
	Low	57	60.18	16.09			

Result in table 4.1 shows that job satisfaction significantly influence job commitment ( $t=8.61;df=138,p<.05$ ). The significant difference can be observed in the means, where non academic staff with high job satisfaction ( $\bar{x}=83.95$ ) reported higher job commitment than those with low job satisfaction ( $\bar{x}=60.18$ ). Therefore, hypothesis one which states that non academic staff who were high in job satisfaction would report higher job commitment was accepted.

**Table 4.1: t-test table showing the influence of perceived job insecurity on job commitment among non academic staff in Fuoye**

DV	job insecurity	N	Mean	SD	Df	T	P
Job commitment	High	135	74.59	20.08	138	0.99	>.05
	Low	5	65.60	8.08			

Result in table two shows that perceived job insecurity did not influence job commitment ( $t=0.99;df=138 p>.05$ ). This non-significant difference can be observed in the mean; where non

academic staff who perceived low job insecurity ( $\bar{x}=65.60$ ) were not significantly different in job commitment from those who perceived high job insecurity ( $\bar{x}=74.59$ ). Therefore, hypothesis two stated that non academic staff who perceived low job insecurity would report higher job commitment than those who perceived high job insecurity. The hypothesis was tested with t-test for independent samples and was rejected

**Table 4.3: t-test table showing the influence of gender on job commitment among non academic staff in Fuoye.**

DV	Gender	N	Mean	SD	Df	T	P
Job commitment	Male	70	72.81	20.36	138	-0.87	>.05
	Female	70	75.73	19.32			

Result in table 4.3 shows that gender did not influence job commitment ( $t=-0.87;df=138$   $p>.5$ ). this non significant difference can be observed in females( $\bar{x}=75.73$ )were not significantly different in job commitment from male non academic staff ( $\bar{x}=72.81$ ).Therefore, hypothesis three stated that male non academic staff who perceived low job commitment would report higher job commitment than female non academic staff was rejected.



## CHAPTER FIVE

### DISCUSSION, CONCLUSION AND RECOMMENDATIONS

#### 5.1 DISCUSSION

The study investigates the influence of job satisfaction and job insecurity on job commitment among non-academic staff in Federal university oye ekiti, ekiti state Nigeria. In the study, three hypotheses were stated and one was practically confirmed.

Hypotheses one stated that non academic staff who were high in job satisfaction would report higher job commitment. The hypothesis was tested with a t-test for independent group. The result shows that job satisfaction significantly influences job commitment. The significant difference can be observed in the means, where non academic staff with high job satisfaction ( $\bar{x}=60.18$ ) reported higher job commitment than those with low job satisfaction ( $\bar{x}=60.18$ ). Therefore, hypothesis one was accepted. The research further shows that non academic staffs who are high on job satisfaction will report higher job commitment.

Many models or theories have been carried out regarding job satisfaction. According to Robbins and Judge (2009), job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while an unsatisfied person holds negative feelings. Job satisfaction is a pleasurable positive state resulting from one's job and job experience (Locke, 1976).

According to Jain, Jabeen, Mishra & Gupta (2007) individuals show pleasurable positive attitudes when they are satisfied with their job.

Hypothesis two stated that non academic staff who perceived low job insecurity would report higher job commitment than those who perceived high job insecurity. The hypothesis was tested with t-test for independent samples. The result shows that perceived job insecurity did not influence job commitment. This non-significant difference can be observed in the mean; where non academic

staff who perceived low job insecurity ( $\bar{x}=65.60$ ) were not significantly different in job commitment from those who perceived high job insecurity ( $\bar{x}=74.59$ ). Therefore, hypothesis two was rejected. The result indicates that non academic staffs who perceive low job insecurity will report higher job commitment than those who perceive high job insecurity.

Hypothesis three stated that male non academic staff who perceived low job insecurity would report higher job commitment than female non academic staff. The hypothesis was tested with t-test for independent sample. The result shows that gender did not influence job commitment. This non significant difference can be observed in females ( $\bar{x}=75.73$ ) were not significantly different in job commitment from male non academic staff ( $\bar{x}=72.81$ ). Therefore, hypothesis three was rejected.

## **5.2 CONCLUSION**

This study investigated the link between job satisfaction, job insecurity and job commitment. It was reported in this study that job satisfaction influence and determines job commitment. This implies that, when an employee is satisfied with his/her job, he/she would exhibit a high level of commitment. However, it was reported in this study that that perceived job insecurity influence job commitment. This means that employees who perceives low job insecurity display higher job commitment than employees who believes that their job is secured. The reason for this is that, non-academic staff who perceives low job insecurity would be more hardworking and committed to organization so as to prolong their stay in the organization.

Finally, this study indicates that gender does not influence, predictor determine job commitment. This means that being a male or a female does not increases or decreases your level of job commitment.

## **5.3: RECOMMENDATIONS**

The following recommendations are proposed:

First, the university management should improve its motivational strategies, so as to make the non-academic staff more satisfied with their job, since it has been established in this study that job satisfaction leads to job commitment. Also, the university management should try to keep each staff on its toes, so as to get optimal performance from them.

Further studies, should endeavour to use larger sample size, so as to increase the externality of the research and also include other universities in the research, subsequent researchers should endeavour to carry out research that will be beneficial to non academic staff of federal universities in relation to job satisfaction and job insecurity as this will go a long way to promote job commitment.

#### **5.4 LIMITATIONS AND SUGGESTIONS FOR FURTHER STUDIES**

A major limitation in the study was the difficulty of administering the questionnaire to the non academic staff in Fuoye. The researcher found this as a challenge that requires endurance to have breakthrough in gathering relevant data from non academic staff who do not have total belief of the effect of the research work, they were rather anxious of getting a deal that requires money.

Another limitation was that smaller sample size was used in this study, further researcher should endeavor to use larger sample to gather more accurate data, cost of the study going from Oye to Ikole was very costly. And also the subsequent researcher should go across all other federal university in Nigeria.

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**APPENDIX**

**FEDERAL UNIVERSITY OYE EKITI  
FACULTY OF HUMANITIES AND SOCIAL SCIENCE  
DEPARTMENT OF PSYCHOLOGY**

Dear Respondent

This questionnaire is designed for research purpose. Please answer all questions truthfully. Your name is not needed. So any information supplied will not be used against you.

**SECTION A**

**INSTRUCTIONS:** Please complete the following by putting an [X] in any of the spaces provided as applicable to you also fill in when needed

1 Age .....

2 Gender: Male ( ) Female ( )

3. Educational qualifications.....  
...

4. Number of years spent on the job.....

5. Marital Status (a) Single ..... ( ) (b) Married ..... ( )

**SECTION B**

**INSTRUCTION:** Please read each statement carefully and pick the appropriate number to the right of the statement to indicate how you feel about your organization

The Numbers Stand for

- 1 = Strongly Disagree
- 2 = Slightly disagree
- 3 = Not sure
- 4 = Slightly agree
- 5 = Strongly agree

	ITEMS	1	2	3	4	5
1	This organization has a fine tradition of public service					
2	If I had my life to live over again I would still choose to work for this organization					
3	I really has if this organization problems are my problems					
4	I feel a sense of pride in working for this organization					
5	The record of this organization is an example of what dedicated people can achieve					
6	I would advice a young college graduate to choose a management career in this organization					

7	The major satisfaction in my life comes from my job					
8	I would do what my job description requires. This organization does not have the right to accept move					



9	I don't mind spending a half hour past quitting time if I can finish the task					
10	The most important thing that happen to me involve my work					
11	I live eat and breathe my job					
12	Most things in life are more important than my work					
13	As long as I am doing the kind of work I enjoy it doesn't matter what particular organization I work for					
14	I feel a strong sense of loyalty toward this organization					
15	If another organization offered me money for the same kind of work I would almost certainly accept					
16	I have always felt that this organization was a cold unfriendly place to work					
17	Over the years I have grown fond of this organization as a place to live and work					
18	Generally speaking my career in this organization has been satisfactory					
19	I have warm feeling toward this organization as a place to live and work					
20	I have no particular feelings or sentiments toward this organization at all					
21	My loyalty is to my work not to any particular organization					
22	Few organization can match this one as a good place to live and work					
23	Based on what I know now and what I believe I can accept I would be quite willing to spend the rest of my career with this organization					

**SECTION C**

INSTRUCTION: the following are statemet designed to find out how you feel about your present job.it is not a test,so there are no right or wrong answers. Please read each statement carefully and shad e the appropriate number to the right side of the statement to indicate how you feel about your job.

The numbers stands for:

- 1 = very dissatisfied
- 2 = dissatisfied
- 3 = I am not sure
- 4 = satisfied
- 5 = very satisfied

S/N	ITEMS	1	2	3	4	5
1	Being able to keep busy all the time					
2	The chance to work alone on the job					
3	The chance to do different things from time to time					
4	The chance to be somebody in the community					
5	The way my boss handles his /her workers					
6	The competence of my supervisor in making decision					
7	Being able to do things that don't go against my conscience					
8	The way my job provide for steady employment					
9	The chance to do things for other people					
10	The chance to tell people what to do					
11	The chance to do something that makes use of my abilities					
12	The way company policies are put into practice					
13	My pay and the amount of work I do					
14	The chances for advancement on this job					
15	The freedom to use my own judgment					
16	The chance to try my own method of doing the job					
17	The working conditions					

18	The way my co-workers get along with each other					
19	The praise I get for doing good job					
20	The feeling of accomplishment I get from the job					

**SECTION D**

INSTRUCTION: tick the following statement as they apply to you according to your degree of agreement to disagreement as follow (SA) Strongly Agree, (A) Agree, (U) Undecided, (D) Disagree, (SD) Strongly Disagree

C	Items	SA	A	U	D	SD
1	I may lose my job and be moved to a lower level within the organization.					
2	I may lose my job and be moved to another job at the same level within the organization					
3	I find that the number of hours the company can offer me to work may fluctuate from day to day					
4	I may be moved to a higher position within the organization					
5	I may be moved to a higher position in another geographical location					
6	I may lose my job and be laid off for a short while					
7	I may lose my job and be of permanently					
8	I find my department or division future uncertain					
9	In this organization, I can prevent negative things from affecting my work situation					
10	I have enough power in this organization to control events that might affect my job					
11	I understand this organization well enough to be able to control things that affect me					
12	I may lose my job if I don't get to work on time					