

Organizational Commitment and Job Satisfaction of Security Operatives in Selected Tertiary Institutions In Kwara State

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Abstract - *The prevalence of civil disorder and cultism in higher institutions of learning in Nigeria and the apparent inability of security operatives to stem the tide has continued to be a source of concern to both the Government and Individuals in recent times. This study examines the effect of organisational commitment on job satisfaction among security operatives working in Nigeria universities. In this study a sample of three hundred (300) security operatives were selected from both public and private universities in Kwara State. Data were collected through self-administered questionnaire and analysed through Descriptive, Comparative, Regression analysis and Spearman Rank Correlation. The findings revealed that these security operatives, a positive relationship exists between organisational commitment and job satisfaction with affective commitment having little or no significant relationship and continuance commitment having significant positive relationship. The study also found that the level of affective commitment was significantly lower than the other components. The study thus concludes that there is a significant positive relationship between organisation commitment and job satisfaction amongst the security operatives. Based on the findings, it was recommended that the selected Universities should focus on improving affective and normative commitment among security operatives in order to be able to deal with the problem of high job turnover and poor performance.*

Key Words: *Civil Disorder, Cultism, Security Operatives, Employees Performance & Organisational Commitment*

INTRODUCTION

The maintenance of security in any polity is usually vested in both public and private entities. The Government funded security agencies such as the Police, State Security Service, and Civil defence, among others, render direct services to the public and indirect service to some organisations. Private entities such as Kings Guard, Kuta Guards, Farsar Security, Monaco security and other private security outfits operating within Kwara State render direct services to organisations like banks, hospitals, hotels and higher institutions of learning that can afford their cost. The Universities like other organisations that have interface with multitude of individuals and personnel such as banks, teaching hospitals, and oil companies etc, usually place great importance on the

maintenance of civil order within their premises. The police, though offer general services to such institutions, specific services, such as manning gates, keeping order during examination, convocation ceremonies and other school activities can only be rendered by private security outfits. Maintenance of such an outfit is of particular importance given the prevalence of cultism and civil disorder among students of higher institution of learning in Nigeria [1].

The degree to which they can efficiently discharge their duties is often a function of how committed they are to the organisation and how satisfied they are with their working conditions.

The study of organisational commitment as it relates to employee performance, motivation, job satisfaction and other psycho-social concepts has been most recently studied in Nigeria work environments. It relates to the relationship between an employee's job experience and how it affects his/her feelings for the organisation. It is often one of the major determinants of job turnover and job satisfaction among employees as well as job performance [2]. An employee that is committed to his /her organisation has a tendency to perform more efficiently compared to an employee who is not. Furthermore, such dedication may arise as a result of working conditions, association with the aims and objectives of the organisation or simply as a result of no other viable alternative [3]. Furthermore, job satisfaction has been found to significantly influence such behaviours like tardiness, lateness to work and ineffectiveness among employees[2].

The prevalence of civil disorder and cultism in higher institution of learning in Nigeria and the apparent inability of security operatives to stem the tide are alarming. One of the earliest known reports of cult violence was in the University of Nigeria, Nsukka in 1991[4]. Eneji [5] reported that a student of the University of Port-Harcourt was beheaded during a feud between cult members. In 1999, armed cultists invaded the male hostel of Obafemi Awolowo University (OAU) Ile-Ife, brutally murdering five students [1]. Furthermore, on the 14th of May, 2014, a student was shot by suspected cultist on the campus of the Kwara State Polytechnic. The student was declared dead at the University of Ilorin Teaching Hospital [6]. Earlier in 2013, two suspected cultists were arrested in Ilorin during an initiation ceremony. The students were suspected to be from the Kwara State University, Malete [6]. Two suspected cultist from the University of Ilorin were also arrested in June 2014 for killing a former Plant Biology Student [6].

Apart from cultism, rioting is also a common phenomenon in Nigerian universities often leading to destruction of properties and closure of such institutions. In June 1998, the University of Ilorin students protested the One thousand (₦1000) restitution fees on properties destroyed over power outage leading to the closure of the school. The students also rioted in August 1999 over an increase in school fees.

Shortage of water in Kuntu, Ilorin caused rioting by the students of the University of Ilorin leading to

the destruction of cabs [4]. Private security outfits as the first line of defence in combating this menace thus need to be examined with a view to know how staff commitment may affect the level of their job satisfaction. The study will provide an insight as to how on-the-job experience of the security operatives may be improved in other to enhance their commitment to the institutions and promote their operations.

OBJECTIVES OF THE STUDY

The main objective of the study is to examine the relationship between organisational commitment and job satisfaction of universities' security operatives in Kwara State, Nigeria. The specific objective is to examine the influence of organizational commitment on job satisfaction of universities security operatives in Kwara State, Nigeria.

H₀: There is no significant relationship between organisational commitment and job satisfaction of universities security operatives in Kwara State.

LITERATURE REVIEW

Concepts of Organizational Commitment and Job Satisfaction

The concept of Organisation Commitment has been defined from three perspectives. Meyer and Allen[7] stated that the behavioural approach was known as the exchange-based or side-bet theory and holds that individuals are committed to the organisation as far as they hold their positions and accumulate better benefits (or incur greater costs at departure), this may dissuade them from seeking alternative employment[8,9]. The second approach is the attribution approach which involves a moral or attitudinal approach in which the individual behaviour is guided by emotions or heart, or what is called affective/value rationality [10]. The psychological approach relates to the process of identification and dedication of one's own energies to the organisation's goals [11].

However, from the three approaches, researchers have identified three major components of Organisation Commitment which are Affective, Normative and Continuance Commitment. Affective commitment is the individual's psychological or emotional connection to, identification with and participation in the organisation while Normative

Commitment can be explained as a sense of responsibility to continue employment with a specific organisation. However, Continuance commitment is regarded as an awareness of the costs associated with leaving the organisation. The individual's awareness or consideration of expenses associated with the threats that are linked to leaving the organisation, thus Continuance Commitment is considered to be calculative[7].

Job Satisfaction refers to a collection of attitude workers have about their jobs. It describes, how contented an individual is with his or her job. According to Afolabi, Awesola and Omole [12], the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of working condition, leadership and social relationship and the job itself influences the level of job satisfaction of employees. The study of job satisfaction is important to security operatives for several reasons: First, negative attitudes toward work can adversely affect job performance in both the quantity and quality of services provided. Thus, poor performance can impact law enforcement-community relations by adversely affecting public attitudes toward the agencies and thus stifling flow of information towards the security outfits [12]. In addition to a moral obligation to demonstrate concern for its employees and promote positive work-related attitudes, job satisfaction promotes lower stress levels and, accordingly, fewer symptoms of stress such as absenteeism, burnout, and alcoholism [13]

Theoretical Framework

Hertzberg in his two factor theory submitted that employees in organisations have two sets of basic needs. One set stems from the in-built drive to avoid pain and to satiate biological needs, while the other is psychological needs which is extrinsic in nature. He proposed that the key to motivating employees lies in job design and job enrichment rather than traditional views that emphasize on work time or improving pay during period of repression [8,14]. Therefore, the two factor theory is the cornerstone for this research study.

Empirical Studies on Relationship between Organisational Commitment and Job Satisfaction

Past researchers have found a positive correlation between job satisfaction and organizational commitment [8]. The vast majority of researches indicate positive relationship between satisfaction and

commitment [10]. Khanam [15] found a positive correlation between organisational commitment and job satisfaction. The study thus concludes that success of organisations may depend on the level of job satisfaction and commitment of its employees. This assertion was also supported by Tarigan and Ariani [2]. They carried out their test on 206 employees of a manufacturing company in Yogyakarta and Surakarta. They found empirical evidence of a positive relationship between subcomponents of organisation commitment and job satisfaction. They also noticed that affective commitment of the sample tested was quite lower than both normative and continuance commitment in all the four models employed. This situation had earlier been noticed by Shieh [3] in a test carried out to determine the effect of organisation commitment on career satisfaction and work value of employee in the catering industry. He found out that while organisational commitment was positively correlated with career satisfaction, the continuance and normative component were significantly higher than the affective component. Moreover, from observed literatures, the general opinion is that organisation commitment positively influences job satisfaction. Apart from those cited above, other researchers such as Zhou *et al.*, [16], Sohail *et al.*, [17], Shieh [3] and Adekola (2012) also found evidence in support of this position. The observed relationship between organisation commitment and job satisfaction may be due to the fact that when employees believe in the goals and objectives of their organisation, it tends to positively influence their outlook on the various facets of their working conditions. Thus a doctor receiving low pay with a Non Governmental Organization (NGO) may feel satisfy with his/her work due to passion for the aims of the organisation.

Most research work simply aim at finding a relationship between organisation commitment and other variables without assessing the individual effect of each component.

However, those who have endeavoured to assess the impact of each subcomponent have found that the impact of affective commitment is usually lower as noticed in Tarigan and Ariani [2] and Shieh [3]. This study though is in agreement with the findings of researchers who affirm a positive correlation between organisation commitment and job satisfaction, caution must be exercised to ensure that one does not perceive that a worker's inability to secure a better job or the high cost associated with leaving the present

employment lead to higher level of continuance commitment. The study proposes that while organisation commitment may improve job satisfaction, employee with high level of continuance commitment may not necessarily perform better than employees with low level of organisational commitment. This proposition may lead to drawing wrong conclusions if the individual effect of each subcomponent is not assessed.

METHOD

The research was conducted among members of security operatives working in the universities within Kwara State, Nigeria. The study population is made up of eight hundred and four (804) operatives. Cluster sampling technique was used in selecting sample size of three hundred (300) operatives among the study population. A total of four universities (2 public and 2 private) security staff were selected for the study. The Security Staff’s consent were first sought before being selected for the study. They were told that the Questionnaires distributed to them are meant to elicit information needed for purely Academic research purpose which will not in any way affect their working condition. Their confidentiality is also guaranteed for the information provided.

These universities were The University of Ilorin, Ilorin (Federal Government Owned), Kwara State University, Malete (State Government Owned), Al-Hikmah University, Ilorin (Faith Based) and Landmark University, Omu-Aran (Faith Based).

A total of three hundred (300) questionnaires were administered which was 25.8% of the staff strength of University of Ilorin and all the security operatives in the other three (3) universities due to their lower staff strength. The study opted to reject questionnaires with a disproportionate level of indecisive answers. Based on this approach, a total of two hundred and thirty-six (236) questionnaires were found to be useful for the analysis, representing 78.6% response return rate. The questionnaire instrument designed for the study had three sections. The first part contains demographic

questions which include: age, sex, rank, job tenure as well as the respondent’s supervisory roles. The second part is eighteen (18) questions on organisational commitment scale adapted from the work of Allen & Meyer (1996).

The questionnaire uses a five-point likert scale system consisting of the following responses: Strongly agree (5points); Agree (4points); Indifferent (3points); Disagree (2points) and Strongly Disagree (1point).

The highest and least scores possible were (5 x 18) 90 points and (1 x 18) 18 points respectively giving a range of (90-18) = 72. The mid-point of the range is thus (72/2) = 36 points. The cut-off point was thus established at (90-36) = 54points, which is the difference between the highest scores possible and the mid-way point of the range. Thus, respondents above 54points were classified as having high level of Organisational Commitment while respondents that fall below were classified as having low Organisational Commitment. The questions were subdivided into the Affective, Normative and Continuance Commitments. The third part of questionnaire consists of twelve (12) questions on Job Satisfaction Index (JSI) adapted from the work of Kipkebut [8] to measure the level/extent of satisfaction of Security Operatives with their working conditions. The questionnaire uses a five-point likert scale approach which was coded as follows: Always (5 points); Often (4points); Sometimes (3points); Rarely (2points) and Never (1point)

Model Specification

The study employed a Multiple Regression model which was derived as follows:

$$JS = f(OC) \dots\dots\dots (1)$$

$$\therefore OC = AC + NC + CC \dots\dots\dots (2)$$

Substituting (2) into (1)

Job satisfaction = *f* (Affective Commitment, Normative Commitment, Continuance Commitment)

$$JS = f(AC, NC, CC) \dots\dots\dots (3)$$

$$JS_i = \alpha + \beta_1 AC_i + \beta_2 NC_i + \beta_3 CC_i + e \dots\dots\dots (4)$$

Table 1: Sample size Distribution

School	Location	Security Staff strength	Sample size	Usable questionnaire	Percentage returned
University of Ilorin, Ilorin	Kwara Central	680	176	135	76.7
Kwara State University, Malete	Kwara North	52	52	43	82.7
Al-Hikmah University, Ilorin	Kwara Central	35	35	27	77.1
Landmark University, Omu-Aran	Kwara South	37	37	31	83.8
Total		804	300	236	78.7

Source: Authors’ Field work, 2015

A priori expectation with respect to equation 4 is stated below:
 $\beta_1 > 0$, $\beta_2 > 0$, $\beta_3 < 0$, and $\beta_4 > 0$

Where:

JS = Job Satisfaction,

OC=Organizational Commitment

NC = Normative Commitment

CC = Continuance Commitment

AC = Affective Commitment

α = Constant term

e = error term

$\beta_1, \beta_2, \beta_3,$ = Coefficients of Affective Commitment, Normative Commitment, Continuance Commitment

The study employed both Correlation and Regression Analysis to assess the relationship between Organisation Commitment and Job Satisfaction. The research instrument was tested for reliability using the Cronbach's alpha test.

RESULTS AND DISCUSSION

The result showed that the respondents were mainly males which represent about 66% respondents, while the rest were females. The age distribution as a function of sex is given below:

Table 2: Demographic Data

	Male	Female	Total
<20 years	0	0	0
21-30 years	23	19	42
31-40 years	61	43	104
41-50 years	56	14	70
51-60 years	16	4	20
Total	156	80	236

Source: Field Survey, 2015

The result further shows that most of the respondents were above 30years of age with none of the respondents below 20 years of age. Furthermore, all the respondents have at least a secondary school leaving certificate while a further 13% have NCE/ND and an additional 9% possess a B.Sc. or more, all of

whom are in supervisory/administrative roles (senior officers).

There are 86% of the respondents who are married while 11% are single. The rest were either divorced or widowed. The Analysis shows that a total of 75.84% respondents have a high level of Organisational Commitment while 24.1% respondents were adjudged to have low level of Commitment.

Table 3: Comparative Analysis

OC	JS	Respondents	%
High	High	143	60.59%
Low	Low	37	15.68%
High	Low	36	15.68%
Low	High	20	8.05%
Total		236	100%

Source: Field Survey, 2015

Also, 69% respondents have a high level of Job Satisfaction. Further analysis shows 60.59% respondents have both a high level of Organisational Commitment and Job Satisfaction as expected. Also 15.68% respondents have both low Commitment and Job Satisfaction. Only 23% of the respondents did not conform to the *a priori* expectation. It was thus inferred that people with higher level of Organizational Commitment are more likely to be satisfied with their job compared to those who are not.

Table 4: Correlation Analysis

Variables	Spearman rho	beta-coefficients	t
Affective commitment	0.24	-0.05	7.998
Normative commitment	0.26	0.3	.896
Continuance commitment	0.27	0.59	1.884
Organisation commitment	0.25	0.25	-.160

Dependent Variable: Job Satisfaction ** denotes significance at 99%, ** where $r = 0.25$

Source: Authors' Computation, 2015

Table 5: Regression Analysis of Organisation Commitment and Job Satisfaction.

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.392	3.022		8.732	.000
	Organisational commitment	.250	.044	.345	5.628	.000

a. Dependent Variable: Job satisfaction Source: Authors' Computation, 2015

The result also shows that there is only a fair but significant Correlation between Organisation Commitment and all its sub-components and Job Satisfaction of Universities Security Operatives in Kwara State.

Furthermore, the regression analysis reveals that Organisational Commitment significantly influences Job Satisfaction among Security Operatives. However, since the r-squared value of the model is only 6.25%, it shows that most of the changes observed in Job Satisfaction are caused by other variables rather than Organisation Commitment. This may however, be due to the fact that Organisational Commitment itself depends on, and is significantly influenced and auto correlated with several other socio-economic variables such as pay, working condition, social intelligence, stress factors among others.

The findings based on the Correlation model revealed that only a fair but significant Correlation exists between Organisation Commitment and Job Satisfaction. This result was in line with earlier submission of other researchers like Khanaam[15], Zhou *et al.*, [16] among others. However, the study also revealed that the security operatives exhibited lower level of Affective Commitment. Affective commitment had the least Correlation with Job Satisfaction and is negatively co-signed with Job Satisfaction. This was in line with the findings of Tarigan and Ariani [2] and Shieh [3] in studies carried out on Manufacturing and Catering Industry employees.

CONCLUSION AND RECOMMENDATION

Result from analysis of the data collected show that Organisational Commitment only minimally influences Job Satisfaction among Security Operatives in Universities within Kwara State. Furthermore, the Affective component is the least evident showing that most of the operatives are only on the job due to lack of viable alternatives. Given the relatively low level of affection for their establishment despite 60.59% having a high level of Organisation Commitment and Job Satisfaction, the study affirms the earlier position that a positive relationship between Job Satisfaction and Organisation commitment may not necessarily translate to better performance if the employee have a significantly high level of Continuance Commitment. Therefore, it was recommended that employers of Private Security Operatives should give attention to elements that improve Affective Commitment such as

better pay scale, fringe benefits, and training. Also, employers should monitor how organisational commitment interacts with other social, economic and psychological variables to improve job satisfaction in a bid to influence efficiency and effectiveness of the operatives.

The limitations to this study include: inability to distribute questionnaires to all the Private Securities in the selected Institutions, other factors that cause low performance not discussed in the study such as public perception of Security Staff's status and risky nature of the job. All these issues can be subject of future study in this area. However, despite these limitations, the results obtained from the study are objective, reliable and valid.

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