



## Predictability of Job Satisfaction and Self-esteem on Organisational Commitment among Non-academic Staff

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Received: 27-12-2024      Reviewed: 10-01-2025      Accepted: 27-01-2025

### Abstract

Organisational commitment remains the backbone of growth and development in for-profit and nonprofit organisations. However, studies investigating organisational commitment in educational sectors have produced different results. Therefore, this study examined the predictability of job satisfaction and self-esteem on organisational commitment among non-academic staff in a Nigerian federal university. A cross-sectional survey research design was adopted, a purposive sampling technique was used to select one federal University, and a convenience sampling technique was used to select participants to administer the questionnaires. Data were collected from 292 participants using validated scales and analysed using independent samples t-test and multiple regression analysis. At the same time, the hypotheses tested were accepted at a  $p < .05$  level of significance. The result revealed that job satisfaction and self-esteem jointly predicted organisational commitment among study participants [ $R^2 = .05$ ,  $F(2,291) = 7.37$ ,  $p < .05$ ]. Moreover, the results showed that job satisfaction independently predicted organisational commitment among study participants ( $\beta = .22$ ,  $p < .05$ ). However, self-esteem did not independently predict organisational commitment among study participants ( $\beta = .08$ ,  $p > .05$ ). The study concluded that job satisfaction more than self-esteem tends to predict organisational commitment among study participants strongly. It is recommended that human resources planning units in higher institutions should put in place robust programmes that would enhance organisational commitment among their employees

**Keywords:** Job satisfaction, self-esteem, organisational commitment, non-academic staff

### Introduction

Organisation commitment defines employees' relationship with the implication on their decision to remain or leave in the organisation (Aidan, 2020). Organisational commitment is decomposed into three parts: Affective, continuance, and normative commitment (Nizarwan & Fatwa, 2020). Affective commitment has to do with employees' identification with,

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involvement in and emotional attachment to the organisation. Next is continuance commitment, which describes employees' awareness of the costs associated with leaving the organisation (Nizarwan & Fatwa, 2020). Lastly, normative commitment is when employees' commitment to the organisation is based on their sense of obligation (Nizarwan & Fatwa, 2020). Employees who showed positive organisational commitment engaged in positive work behavior like low levels of absenteeism, slowness in work assignments, and high level performance (Aidan, 2020; Piotrowski et al., 2021; Soochang & Wooyeol, 2019). Gleaned from the above definitions, organisational commitment encompasses an employee's organisational relationships, job loyalty, job performance, job satisfaction, and self-esteem.

Some factors have been implicated as predictors of organisational commitment. One factor considered in this study is job satisfaction, which is a combination of identifiable roles played by employees that contribute to the accomplishment of organisational goals and objectives. Ayoola (2023) has described it as the degree to which an employee's material and psychological needs are met while performing tasks assigned to them by the organisation. Baxi and Atre (2024) subsumes job satisfaction as the pleasurable emotional state resulting from the perception of one's job as fulfilling or allowing the fulfillment of an individual's materials and psychological needs vis-à-vis the growth and development of the organisation. Studies have confirmed that employees who are satisfied in their jobs reported higher levels of organisational commitment than those who reported low job satisfaction (Culibrk et al, 2018; Deepak et al., 2018; Soenanta et al., 2020). For example, Yousef (2017) found job satisfaction as a predictor of organisational commitment, meaning that employees would be more committed to their organisational goals and objectives with increased performance when they are satisfied in their jobs.

Self-esteem is the second factor this study considers as a predictor of organisational commitment. It describes an individual attitude toward oneself, whether low or high, positive or negative self-evaluation (Rosenberg 1965). It is simply seen as an individual's attitude towards oneself. It is a measure of how much an individual values, approves of, appreciates, prizes or likes oneself (Adler & Stewart, 2004). However, in the context of this study, self-esteem is viewed as the attitudes, feelings and abilities demonstrated by the non-academic staff towards the University they work. Studies have shown that employees who reported high feelings, abilities and attitudes in their work places would tend to be more committed to their organisations than those who reported low on these qualities (Qureshi et al., 2017; Rentzsch, & Schröder-Abé, 2018).

Studies have established relationships among job satisfaction, self-esteem and organisational commitment (Alessandri et al., 2015; Bashir & Ganai, 2020). In general, employees who are satisfied with their jobs tend to have higher levels of self-esteem, and those with high self-esteem tend to be more committed to their organisations. The relationship is likely due to many factors, including the fact that satisfied employees feel more valued and competent, which can lead to increased self-esteem. Employees with high self-esteem are more likely to be engaged with and committed to their organisations.

Studies have used different predictors to examine organisational commitment in statutory organisations including universities with varied results. Also, studies linking job satisfaction and self-esteem to organisational commitment in public universities in Nigeria are scarce, leaving gaps in knowledge to fill. Therefore, this study aimed to examine the predictability of job satisfaction and self-esteem on organisational commitment among non-academic staff in the Federal University of Agriculture, Abeokuta (FUNAAB) in South-west Nigeria. The research question that guided this study was: Would job satisfaction and self-esteem jointly and independently predict organisational commitment among non-academic staff of FUNAAB?

The study would bring fresh insight into how job satisfaction and self-esteem contributes to organisational commitment among non-academic staff. Also, university management would design and implement policies that are germane to organisational commitment among non-academic staff in their institutions.

## **Literature Review**

Two theoretical approaches have been used to describe how employees developed organisational commitment. The first is an attitude of attachment to the organisation which explains how a committed employee would be less often absent from work and would be less likely to leave the organisation voluntarily compared to those employees who are less committed to the organisation (Bard, 2002). The second is behaviour towards the attitude of organisational commitment. This is when employees freely choose to behave in a certain way, and who then find their decisions difficult to change, and therefore become committed to the chosen behavior and develop attitudes consistent with the choice of that behaviour such as becoming committed to the organisation work for (Bard, 2002). However, these two approaches are related. In other words, organisational commitment could develop by self-reinforcing cycles of attitudes and behaviors that evolve on the job, and which over time, strengthen employee commitment to the organisation (Bard, 2002). These theoretical approaches have been found to be related to organisational commitment (Ayoola, 2023). The hypothesis tested was that job satisfaction and self-esteem would jointly and independently predict organisational commitment among non-academic Federal University of Agriculture, Abeokuta (FUNAAB) staff.

## **Research Method**

### **Research Design**

The study adopted a cross-sectional survey design while using validated questionnaires for data collection. The independent variables were job satisfaction and self-esteem, while the dependent variable was organisational commitment.

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## **Research Setting**

The research was conducted at the Federal University of Agriculture Abeokuta (FUNAB), Ogun State, Nigeria. The staff strength of the University was 3700 as at the time of the study.

## **Sampling technique**

Simple random sampling technique was used to select five out of 10 Colleges in the University while convenience sampling technique was used for the distribution of the questionnaires to the participants.

## **Instruments**

*Job Satisfaction Scale* (Macdonald & MacIntyre, 1997) was used to measure job satisfaction. It is a 10-item scale presented in a 5-point Likert format with response ranges from 1 = strongly disagree to 5 = strongly agree. Sample items include: "I receive recognition for my good performance", and "I feel good working for this organisation". The authors obtained Cronbach's alpha of 0.79 while Cronbach's alpha of 0.72 was obtained in this study.

*Rosenberg's Self-esteem Scale* (1987) was used to assess employees' self-esteem which is a 10-item scale rated on a 5-point Likert's format ranges from 1 = strongly disagree to 5 = strongly agree. Sample items include: "On the whole, I am satisfied with myself" and "At times I think I am no good at all". The author obtained Cronbach's alpha of 0.81, and Cronbach's alpha of 0.78 was obtained in the current study.

*Organisational Commitment Scale* (Morrow & Wirth, 1989) was used to evaluate employees' organisational commitment which is a 15-item scale presented on a 5-point Likert's format ranges from strongly disagree to strongly agree. Sample items include: "I feel very loyal to my organisation", and "My organisation is the best organisation to work for". The authors obtained Cronbach's alpha of 0.87 while Cronbach's alpha of 0.82 was obtained in this study.

## **Procedure**

Researchers were identified with a letter of introduction from the Department of Psychology, University of Ibadan, Nigeria where the potential participants were approached in their offices. The potential participants were briefed of the study's purpose and asked whether they would oblige to complete the questionnaires. Potential participants who agreed to participate were assured of their confidentiality and were given the questionnaire to complete. Some of the participants who could not complete the questionnaires on the spot gave the researchers time to come back for them. A total of 306 questionnaires were distributed, while 301 questionnaires were retrieved (i.e., 98% response rate). However, during screening and coding, nine questionnaires were incompletely filled out and removed, leaving 292 questionnaires for analysis.

## **Data analysis**

IBM SPSS version 26 was used for data analysis. Both descriptive and inferential statistics were performed on the collected data. Hypothesis 1 was tested with multiple regression

analysis while hypothesis 2 was tested using t-test of independent samples. All hypotheses were accepted at  $p < .05$  level of significance.

## Results

### Participants

Descriptive statistics revealed that 120 (41%) participants were male staff and 172(59%) were female. In terms of their ages, 141(48%) participants were between 21 and 30 years of age, 81 (28%) were between 31 and 40 years of age, 40 (14%) were between 41 and 50 years of age, 30 (7%) were 51 years and above. The marital status of the participants showed that 147(50%) were singles, 121 (41%) were married while 24 (8%) were widowed. Furthermore, participants' educational qualifications indicated that 23 (8%) had Secondary School Certificates, 18 (6%) had Ordinary National Diploma (OND), 19(7%) had Nigerian Certificate of Education, 49 (17%) had Higher National Diploma, 108(37%) had Bachelor degree, 48(16%) had Master degrees and 27 (9%) were PhD holders. Finally, 87(30%) of the participants had spent less than 5 years in service, 128 (44%) had between 5 and 10 years in service, 49 (17%) had between 11 and 15 years in service while 28 (10%) had 15 years and above in service.

Besides the descriptive analysis, the second analysis used zero-order correlation to determine the interrelationship of the study variables, and the result is presented in Table 1.

**Table 1: Zero-order Correlation of Study Variables**

SN	Variable	Mean	SD	1	2	3
1	Self-esteem	35.35	7.21	-		
2	Job satisfaction	32.96	2.50	.32*	-	
3	Organisational commitment	52.42	6.14	.08	.22*	-

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

Table 1 shows zero-order correlation statistics of the study variables: Self-esteem, job satisfaction and organisational commitment. The results indicated a significant positive correlation between job satisfaction and organisational commitment( $r = .22$ ,  $p < .05$ ). However, there was no significant relationship between self-esteem and organisational commitment ( $r = .08$ ,  $p > .05$ ).

Job satisfaction and self-esteem would jointly and independently predict organisational commitment among the non-academic Federal University of Agriculture Abeokuta (FUNAAB) staff. The hypothesis was tested using multiple regression analysis and the results are presented in Table 2.

**Table 2: Multiple Regression Analysis of Joint and Independent Predictors of Organizational Commitment among Study Participants**

Predictors	$\beta$	t	p	R	R <sup>2</sup>	F	p
Job Satisfaction	.22	3.56	<.05	.22	.05	7.37	<.05
Self-Esteem	.01	0.23	>.05				

Dependent variable: Organisation commitment

Table 2 shows joint and independent predictors of organisational commitment among non-academic staff of FUNAAB. The results indicated that job satisfaction and self-esteem jointly predicted organisational commitment [ $R^2 = .05$ ,  $F(2, 291) = 7.37$ ,  $p < .05$ ]. This connotes that job satisfaction and self-esteem contributed 5% of the variance observed in organisational commitment. In addition, the result revealed that job satisfaction independently predicted organisational commitment among study participants ( $\beta = .22$ ,  $p < .05$ ). However, self-esteem ( $\beta = .01$ ,  $p > .05$ ) did not independently predict organisational commitment among study participants. The hypothesis was partially supported.

## Discussion

The hypothesis that job satisfaction and self-esteem jointly predict organisational commitment was supported. This implies that the higher the employees are satisfied with their jobs and the higher the individuals expressed self-esteem, the more committed such employees would be to their organisations. In other words, the interactions of job satisfaction and self-esteem significantly predicted organisational commitment among study participants. Also, job satisfaction independently predicted organisational commitment among study participants. These findings supported previous results that the more an employee is satisfied with the job, the more committed such an individual would be (Culibrk et al., 2018; Deepak et al., 2018; Soenanta et al., 2020). Also, studies by Rentzsch and Schröder-Abé (2018) and Bashir & Ganai (2020) supported the present finding that employees with high self-esteem believe that they are somebody of worth and that the organisation values them; hence, they are committed to growth and development of an organisation. In general, employees who are satisfied with their jobs tend to have higher levels of self-esteem, and those with high self-esteem tend to be more committed to their organisations. The relationship is likely due to many factors, including the fact that satisfied employees feel more valued and competent, which can lead to increased self-esteem. Employees with high self-esteem are more likely to be engaged with and committed to their organisations.

## Conclusion

The study has established that job satisfaction and self-esteem contribute to organisational commitment among non-academics at Federal University of Agriculture, Abeokuta, Nigeria. Also, job satisfaction independently predicted organisational commitment

among study participants. However, self-esteem did not independently predict organisational commitment, and gender did not influence organisational commitment among study participants.

### **Recommendations**

Based on the findings of this study, the following suggestions are proffered: The university management should continue to put in an enabling environment to improve the work environment for the non-academic staff. In addition, regular training, management development programmes, promotion, and robust welfare packages should be implemented regularly to boost the morale of the non-academic staff.

### **Limitations of the Study**

The study suffered some shortcomings that need to be investigated further. To begin with, self-reported questionnaires were used for data collection, which could not be free of response bias. Further study should include key informant interviews and performance records from the manpower planning unit to triangulate data collected from self-reported questionnaires. In addition, one University with a sample size of 297 was used in this study, which hindered the generalisation of the findings. Further study should increase the sample size and include other universities to enhance the generalisation of study findings. Finally, the independent variables investigated were not exhaustive; further study should include social support, personality traits and organisational politics.

### **Declaration of Conflicting Interest**

The authors declare that there is no conflict of interest in this work.

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