

## ORGANISATIONAL SUPPORT AND COMMITMENT ON EMPLOYEES' JOB SATISFACTION OF FORESTRY RESEARCH INSTITUTE OF NIGERIA

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### Abstract

*Organisational support and commitment amongst factors have enhanced job satisfaction of employees in organisations. This study studied the effect of organisational support and commitment on employees' job satisfaction of the Forestry Research Institute of Nigeria. A two-stage sampling procedure was used to select 260 employees in the study organisation. Primary data were obtained on organisational support and commitment as well as the job satisfaction of employees through the use of a structured questionnaire. Descriptive statistics, mean score and regression analysis were used for data analysis. Results showed that the levels of organisational support ( $\bar{x} = 4.6$ ), commitment ( $\bar{x} = 4.5$ ) and employees' job satisfaction ( $\bar{x} = 5.1$ ) was fair. Linear Regression further showed that organisational support ( $\beta=0.398$ ), affective ( $\beta=0.108$ ) and continuance ( $\beta=0.12$ ) organisational commitment significantly increased job satisfaction ( $R^2=0.204$ ;  $p<0.01$ ). The study concluded that organisational support and commitment are important contributors in determining employees' job satisfaction in the study organisation. It was recommended that the studied organisation should develop a responsive, blueprint and normative administrative assertion management approaches through corporate trainings, collective organisational capacity building programmes, well established organisational feedback mechanisms and systematic organisational appraisal in the organisation towards ensuring a better job satisfaction of its employees.*

**Key words:** employees, organisation, support, commitment, job satisfaction

### INTRODUCTION

The sensation and opinion of the employee about the state to which their involvement is appreciated and recognized by their institution as well as how it attends to their wellbeing is termed organisational support [18] and this has developed much concern for quite some period [6]. Similarly, it is the workers' point of view vis-à-vis the notch to which the establishment is apprehensive for their well-being bearing in mind its hard work for it [32]. Employees put more vigor when there is a indication that all efforts will be held and be rewarded by the institution. In this sense, the work tactics and behavior of employees are much affected by various laid down policies and programs which in the end leads to useful organisational results [33]. Through this, employees rely on that the organisation contemplates through their effort in the achievement of organisational goals. Therefore, employees always involve

themselves in undertakings which keep them close, giving them reverence from their employer and this leads the organisation to success [1]. In other words, organisational support is of ostensible importance for employees and considered by them as a critical issue which improves their job satisfaction and organisational commitment [11].

According to [27], they described organisational commitment as the receipt, consciousness and admiration of the controlling canons with the goals and objectives of the organisation and the readiness to work with higher assignation with organisational affiliation. These are measured as the critical modules of corporate obligation. This is recognized as an inspiring upshot of supervisory purposes and features [35] affirming a promise concerning the organisation and the employee [34].

Notably, many researchers' established that to determine job satisfaction, remuneration guidelines, working settings and administrative surroundings are main and significant contributors [7; 8; 9; 10; 21 and 22]. These structures are believed to be interlaced even though satisfaction with one feature does not ratify the fulfilment with all the other aspects. They proposed that through the relationship with persons, for example, their close managers and supervisors in relation with the working environment, employees' can institute the level of contentment amongst them and this could increase the chances of remaining with the organisation [30].

Nonetheless, a better relationship with supervisors are linked with the specific job satisfaction which has an nonstop bearing over employee set on to stay with or quit. Each time an employee feels discontent with his/her job, then there are extreme likelihoods of that employee to quit or leave [1 and 29].

It is however of note that organisational activities can impact significantly on job satisfaction, organisational support and commitment in the organisation. In many developing countries, particularly in Sub-Saharan Africa, this information is often lacked, making planning a challenging workout and task. There is a dearth of information at present on organisational activities of the Forestry Research Institute of Nigeria since the beginning, which has made operational design a tough duty and driver mediations unsuccessful. It is however of importance to carryout a study of this nature if the improvement and the objectives of the organisation are to be attained.

The following specific objectives were considered to achieve the broad objective of the study which examined the effect of organisational support and commitment on employees' job satisfaction at Forestry Research Institute of Nigeria. These specific objectives are to:

- (i)examine the levels of Forestry Research Institute of Nigeria employees organisational support, commitment and job satisfaction;
- (ii)determine the effect of organisational support and organisational commitment on the

Forestry Research Institute of Nigeria employees' job satisfaction.

The ensuing hypotheses were verified in the alternate form.

H<sub>01</sub>:Organisational support significantly influences Forestry Research Institute of Nigeria employees' job satisfaction.

H<sub>02</sub>:Organisational commitment significantly influences Forestry Research Institute of Nigeria employees' job satisfaction.

## MATERIALS AND METHODS

Cross-sectional primary data was collected at the Forestry Research Institute of Nigeria using the structured questionnaire with closed and open-ended questions. Five work locations out of fifteen work locations were selected using simple random sampling after which stratified sampling procedure was used in selecting employees by their position (management, senior and junior) from the list of employees provided which served as the sample frame. A set of 226 questionnaire were retrieved out of a set of 260 questionnaire administered (constituting about 13% of the sample frame and about 87% of the sample size). These retrieved set of questionnaire was further used in the later investigation.

This research instrument used statements adopted from previous studies. Respondents were asked to specify on a 7-point Likert-type scale the magnitude to which they agreed with the comments. A few statements were negatively worded and later reverse-scored to check response bias. 7-item organisational support scale was used to measure organisational support. This was adapted from the scale of [13]. 31-item organisational commitment scale was used to measure organisational commitment. This was adapted from the Organisational Commitment Questionnaire (OCQ) [3 and 17]. 14-item job satisfaction scale was used to measure job satisfaction. This was adapted from the study of [5 and 16]. Mean score and regression analysis were further used to analyse the data collected.

The linear regression equation is as shown below:

Model 1

$$Y = a + \beta_1 A + \beta_2 B + \mu \quad \dots \text{eq. 1}$$

Model 2

$$Y = a + \beta_1 A + \beta_2 C + \beta_3 D + \beta_4 E + \mu \quad \dots \text{eq. 2}$$

where:

Y = Job Satisfaction

A = Organisational Support

B = Organisational Commitment

C = Affective Organisational Commitment

D = Continuance Organisational Commitment

E = Normative Organisational Commitment

$\beta$  = Coefficient (i = 1,2,3.....,n)

a = Constant

$\mu$  = Error term

## RESULTS AND DISCUSSIONS

On the basis of the methodology presented above, the levels of respondents' organisational support, commitment and job satisfaction is as presented in Table 1 below. The result from the table showed that level of employees' agreement is very important in the administrative decision in addition to in the mechanism of organisational support, commitment and job satisfaction of employees.

Table 1. Employees' levels of organisational support, commitment and job satisfaction

Variable		Mean	Level of Agreement
Organisational Support		4.6	Somewhat Agree
Organisational Commitment	Affective Commitment $\bar{x} = 4.7$	4.5	Somewhat Agree
	Continuance Commitment $\bar{x} = 4.7$		
	Normative Commitment $\bar{x} = 4.5$		
Job Satisfaction	Intrinsic (Motivator Factor) $\bar{x} = 5.2$	5.1	Somewhat Agree
	Extrinsic (Hygiene Factor) $\bar{x} = 5.1$		

Source: Field Survey, 2018.

From the results of the table above, the organisational support was  $\bar{x} = 4.6$ . This implied that the organisation as contributed and cared about employees well-being and aspirations. This result was supported by the findings of [12 and 14]. The organisational commitment was  $\bar{x} = 4.5$ . This implied that employees are devoted and dedicated to their organisation. This result is sustained by the findings of [31]. The organisational affective

commitment was  $\bar{x} = 4.7$ . This implied that strong positive emotional ties are created as the employee develop with the organisation primarily through positive work experiences. This outcome is consistent with the findings of [26]. The organisational continuance commitment was  $\bar{x} = 4.7$ . This finding is buttressed by [28]. The organisational normative commitment was  $\bar{x} = 4.5$ . This finding is constant with the discoveries of [4; 23 and 25]. However, the employees' intrinsic job satisfaction was  $\bar{x} = 5.2$  while the employees' extrinsic job satisfaction was  $\bar{x} = 5.1$ . In all, the employee job satisfaction was  $\bar{x} = 5.1$ . This implied that employees' have a resilient optimistic emotional reactions to their job [1].

### Effect of organisational support and commitment on employees' job satisfaction

The linear equations presented below explained the regression results of the influence of organisational support and organisational commitment on employees' job satisfaction.

Model 1

$$Y = 3.004^{***} + 0.418A^{***} + 0.043B + \mu$$

R-Square value = 0.176; F value = 23.742<sup>\*\*\*</sup>

Note: \*\*\* = ( $\alpha 0.01$ ); \*\* = ( $\alpha 0.05$ ); \* = ( $\alpha 0.01$ );

The result of Model 1 revealed that there was a significant effect of organisational support on job satisfaction. The equation showed that the organisational support coefficient value was 0.418. The implication of this is that for every additional one percent in organisational support, it is expected that job satisfaction of employees would increase by an average of 41.8%. A related finding was supported by the results of previous studies which had shown that organisational support was significantly and positively connected with levels of job satisfaction. Also, a high status of organisational support gave rise to a greater level of job satisfaction [2].

Furthermore, Model 2 consisted of the organisational support and the three-domains of commitment developed by [24] which suggested that organisational commitment is experienced by the employee as three simultaneous convictions including affective, normative and continuance organisational commitment. The linear combination of these

four independent variables was related to the job satisfaction which is the dependent variable. The regression result is presented beneath:

*Model 2*

$$Y=2.384^{***}+0.398A^{***}+0.108C^{*}+0.120D^{**}-0.038E+\mu$$

R Square value = 0.204; F value = 14.15<sup>\*\*\*</sup>

Note: <sup>\*\*\*</sup>=( $\alpha$ 0.01); <sup>\*\*</sup>=( $\alpha$ 0.05); <sup>\*</sup>=( $\alpha$ 0.01).

The result of Model 2 showed that organisational support, affective and continuance organisational commitment had a significant effect on job satisfaction. The equation showed that the coefficient of organisational support is 0.398. The inference of this is that for every additional one percent in organisational support, it is expected that employees' job satisfaction would increase by an average of 39.8%. This agrees with [33]. However, the coefficient of organisational support is 0.108. This implied that for every added one percent in affective organisational commitment, it is expected that employees' job satisfaction would increase by an average of 10.8%.

These outcomes are in line with findings reported by [1] that job satisfaction related most strongly to affective commitment. The findings is also attributed to the notion that each job satisfaction associated emotional commitment relate to an individual's approach towards their work.

Furthermore, the coefficient for continuance organisational commitment is 0.12 which implied that employees' job satisfaction would predictably increase by an average of 12% for every additional one percent of continuance organisational commitment.

A comparable result is supported by fallouts of [19 and 20] which stated that increased job satisfaction related intensely to better continuance commitment.

In the effort of predicting the human behaviour in organisations, the R-Square values of the models were found to be lesser than 50%. The reason is because individuals are essentially changeable than machines [15].

## CONCLUSIONS

This study had added to research by understanding the effect of organisational

support and commitment on employees' job satisfaction in a well-structured organisation. From the result of the investigation, the discoveries delivered the experiential aid that organisational support, affective and continuance organisational commitment would significantly influence job satisfaction positively. This have thus paid to report the organisational support and commitment sway on job satisfaction of employees in a characterized institution. Besides, this indication will be of distinct help in the workers package mediation schemes and its execution in the studied organisation.

Centered on the answers of this study, the resulting recommendations were made to ensure an improved and enhanced job satisfaction of employees in the organisation.

(i)For the reason that employees play a vital role in the continuous quality improvement of a structure, the organisation should understand the different dynamics that will positively increase its employees' job satisfaction. Through well established organisational feedback mechanisms, this could be achieved.

(ii)The organisation should from time to time evaluate its organisational policies. This will also assist the organisation in enhancing its employees' job satisfaction. This might be attained through a systematic organisational appraisal.

(iii)The organisation should carry out fair policies in resource allocation (such as salaries, promotions, punishments, rewards and fringe benefits), decision making and the settings of organisational support among its employees.

(iv)The organisation should develop an responsive, blueprint and normative administrative assertion management approaches which are basics for forecasting imperative employees' outcomes such as job satisfaction. This could be accomplished through collective organisational capacity building programmes.

(v)The relationship between the managers, supervisors and their subordinates in the organisation should be improved upon as this will boost the commitment of the organisation towards its employees thereby increasing their job satisfaction. This could be realized

through corporate training programmes in the organisation.

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