Demographic and Psychological Factors Predicting Organizational Commitment among Industrial Workers

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ABSTRACT This study investigated the relationships of demographic factors (age, marital status, gender, job tenure, and educational level), emotional intelligence, work-role salience, achievement motivation and job satisfaction to organizational commitment of industrial workers. Participants were 320 employees (male = 170, female = 150) randomly selected from 5 service and 5 manufacturing organizations in Oyo State, Nigeria. Measures of biographical data, emotional intelligence, work-role salience, achievement motivation, job satisfaction and organizational commitment were administered on the sample. Hierarchical multiple regression analysis was used to analyse the data collected. Results showed that emotional intelligence, work-role salience, achievement motivation, job satisfaction and all demographic factors except gender significantly predicted organizational commitment of the workers. Findings suggest the need for organizational managements and psychologists to consider the factors investigated when designing programmes for increasing the organizational commitment of the workers.

INTRODUCTION

Many organizations are facing major challenges resulting in restructuring, reengineer-ing and downsizing. The need for factors that predict organizational commitment has become more critical. One of the factors that could lead to healthy organizational climate, increased morale, motivation and productivity is organizational commitment. Organizational commitment has emerged as a promising area of research within the study of industrial/organizational psychology in recent time. (Adebayo, 2006; Meyer and Allen,1997; Morrow,1993)

As regards organizational commitment of Nigerian workers, there is divergence of opinions among researchers. Some researchers believed that Nigerian workers are not committed to their organizations (Olugbile, 1996). Others believed that they are committed to organizational goals but it is the organizations that do not show commitment to the plight of the workers (Alarape and Akinlabi, 2000). They believe that organizational commitment reflects one side of the reciprocal relationship between the employer and the employee and as such each party has to play its role. Most organizations in Nigeria have experienced and are experiencing restructuring, reengineering, and downsizing which create a sense of job insecurity among the workers arising from government's economic reforms.

Organizations need committed workers in order to face the worldwide economic competition. Unfortunately, there has been lack of research efforts in linking personal and psychological characteristics of workers to organizational commitment. Instead, most research efforts had been focused on linking situational factors such as job characteristics and organizational characteristics to organizational commitment (Mowday et al., 1982).

Indeed some researchers found that organizational commitment is a function of several variables such as job satisfaction, motivation, participative decision making, organizational support, financial reward, communication, promotion prospects, and leadership styles (Alarape and Akinlabi, 2000; Brown, 2003; Salami and Omole, 2005).

Generally, there is paucity of researches on the correlates of organizational commitment among industrial workers in Nigeria. Therefore, this study is designed to fill such research gaps in Nigeria. Against this background, this study will investigate the relationship of some demographic factors, emotional intelligence, achievement motivation, work-role salience and job satisfaction to organizational commitment among some industrial workers.

Organizational commitment is defined as an employee's level of identification and involvement in the organization (Mullins, 1999). Meyer and

Allen (1997) defined organizational commitment as a psychological state that characterizes the employee's relationship with the organization with its implications for the decision to continue membership in the organization. According to Meyer and Allen's (1997) three-component model of commitment, there are three "mind sets" which each characterizes an employee's commitment to the organization: affective, continuance and normative commitment. Affective commitment refers to employees' perception of the emotional attachment or identification with the organization. Continuance commitment refers to employees' perception of the cost of leaving the organization to another place. Normative commitment is the employees' perception of their normal obligation to the organization.

Mowday et al. (1982) saw organizational commitment as a strong belief in an organization's goals, and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization. Mowday et al. (1979) suggested that employees who exhibit high organizational commitment are happier at their work, spend less time away from their jobs and are less likely to leave the organization.

Demographic factors such as age, gender, marital status, education level and work experience have been found to be significantly related to organizational commitment (Dodd-McCue and Wright, 1996; Mannheim et al., 1997; Morrow, 1993; Wiedmer, 2006). Santos and Not-Land (2006) found significant relationship between job tenure and organizational commitment. However, Wiedmer (2006) found that education level and age were not significant predictors of job satisfaction and organizational involvement.

Emotional intelligence is the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion and regulate emotion in the self and others (Mayer et al., 2000). If one looks deeply at almost any factor that influences organizational effectiveness, one will find that emotional intelligence plays a role. Emotional intelligence (EI) has been linked to job performance and emotional labour (Prati, 2003; Law et al., 2004). Understanding and regulation of one's emotions as well as understanding other's emotions are factors that affect intrapersonal well-being and interpersonal relations which also affect workers'

attitudes to their colleagues, their bosses and their job. Thus EI may also affect organizational commitment. Cherniss (2001) reported that emotionally intelligent people display cooperation, commitment and creativity which are important for organizational effectiveness.

Also some researchers found that emotional intelligence was positively correlated with organizational commitment of some workers (Carmeli, 2003; Nikolaou and Tsaousis, 2002; Rozell et al., 2004). It is expected that workers having high emotional intelligence will also be highly committed to their organizations.

Work role salience or career salience is the importance attached to building a career and the time and effort an individual is willing to invest in it. It is akin to job involvement or work centrality. A number of researchers have linked work-role salience or career salience with work attitude (Mannheim et al., 1997; van der Velde et al., 2003). For example van der Velde et al. (2003) found significant correlation between career salience and organizational commitment.

Mathiew and Zajac (1990) were of the view that organizational commitment is an outcome of work centrality. According to them, it is only after the individual has developed a strong concern for and centrality of his/her work role that he/she is likely to look beyond the immediate job environment to the organizational at large. They believe that people's involvement in their job is antecedent to organizational commitment. It is therefore expected that workers who have high career salience will be highly committed to their organizations.

Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. It is a result of employee's perception of how well their job provides those thing that are viewed as important (Luthan, 1998).

A number of previous researchers have reported mixed findings on the relationship between job satisfaction and organizational commitment. For instance, Curry, Wakefield, Price and Mueller (1986) found no significant relationship between job satisfaction and organizational commitment. However, other researchers (Busch et al., 1998; Chiu-Yueh, 2000; Feinstein and Vondraek, 2006; Freund, 2005; Mannheim et al., 1997) found that job satisfaction was a significant predictor of organizational commitment. Some researchers argued that job

satisfaction reflects immediate affective reactions to the job while commitment to the organization develops more slowly after the individual forms more comprehensive valuations of the employing organization, its values, and expectations and one's own future in it. Therefore, job satisfaction is seen as one of the determinants of organizational commitment (Mannheim et al., 1997). It is thus expected that highly satisfied workers will be more committed to the organization.

Achievement motivation is the desire to perform in terms of a standard of excellence or to be successful in competitive situations. Persons who have high need for achievement (nAch) assume personal responsibility for the solution of tasks or problems, set moderately difficult goals, take calculated risks, and have strong desire for feedback on their performance as indexed by compensation (Lawson and Shen, 1998). Previous researchers found significant relationship between need for achievement and organizational commitment (Dodd-McCue and Wright, 1996; Mannheim et al., 1997). Most researchers agree that motivation is important in work organizations; and that individual employees attempt to satisfy many needs through their work and through their relationship with an organization (Li, 2006). Hence employees with high need for achievement will likely to be more committed to their organizations.

Purpose of the Study

The purpose of this study was to investigate the relationship of some demographic factors (age, gender, education level, and job tenure), emotional intelligence, career salience, achievement motivation and job satisfaction to organizational commitment of some industrial workers. This will help to give direction to programmes aimed at increasing workers' commitment to organizations. There are inconsistencies in previous research on the social and psychological factors predicting organizational commitment of workers and scarcity of researches on the predictors of organizational commitment of Nigerian workers. I have not been able to find studies in which all these predictors of organizational commitment have been examined together. Therefore, this study is crucial to the understanding of the predictors of organizational commitment among Nigerian workers.

HYPOTHESES

In order to achieve the purpose of this study, the following hypotheses were tested at the .05 level of significance.
(1) Demographic factors (age, gender, education level, and job tenure) will significantly predict organizational commitment of the workers.
(2) Emotional intelligence will significantly predict organizational commitment of the workers.
(3) Career salience will significantly predict organizational commitment of the workers.
(4) Achievement motivation will significantly predict organizational commitment of the workers.
(5) Job satisfaction will significantly predict organizational commitment of the workers.

METHOD

Research Design

This study adopted an ex-post facto survey research design where questionnaire instruments were used to collect data from the respondents on the studied variables.

Participants

A sample of 320 employees (male = 170, female = 150) were selected by stratified random sampling technique from 5 service and 5 manufacturing organizations (both private and public) in Oyo State, Nigeria. Out of the 400 questionnaires issued, 350 were returned and 320 were found useable. The mean age of the participants was 36.70 years with a standard deviation of 4.50 ranging from 29 to 50 years. The average tenure of participants in their job positions was 10.6 years (S.D. = 5.60) ranging from 1 to 20 years. The educational qualifications of the participants varied: National Diploma (N.D.) (35), HND (30), B.Sc./B.A./B.Ed. (66), M.Ed./M.A./M.Sc. (25), Nigerian Certificate in Education NCE (75), Secondary School Education (70), Primary School Education (50).

Measures

Biographical Information Sheet: The biographical data information sheet was used to

collect information on the participants' gender (male or female), marital status (married or single), job status (junior, intermediate or senior), job tenure (number of years in present job), age in years, and highest educational qualification.

Organizational Commitment: Organizational commitment was measured by means of the Organizational Commitment Questionnaire (OCQ) by Mowday, Steers and Porter (1979). OCQ contains 15 items that measured the employee's level of identification with their organizations. The respondents indicate the extent to which each item reflect their commitment to their organization on a 5-point likert type scale ranging from 1 = strongly disagree to 5 = strongly agree. Higher score indicate more commitment to the organization. The internal consistency reliability of OCQ by Cronbach's alpha a = .86.

Achievement Motivation: Achievement motivation was measured with Achievement Motivation Inventory (AMI) by Spence and Helmreich (1983). The instrument has 23 items that adopt five-point likert format with response options ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The internal consistency reliability of the AMI by Cronbach's alpha a = .83. The scale was found to be suitable for Nigerian samples.

Emotional Intelligence: Emotional Intelligence was measured with the Self-Report Emotional Intelligence Test (SREIT) by Schutte, Maloff, Hall, Haggerty, Cooper, Golden and Dornheim (1998). SREIT is a 33-item self-report measure. It has four subscales that adopt a five-point likert type scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The internal consistency reliabilities of the four subscales range from .78 to .85 for the present study. SREIT has been used with success among Nigerian samples.

Career Salience: Career Salience was measured with Work-Role Salience Scale (WRSS) by Greenhaus (1973). It is made up of 27 items. Although WRSS was factor analysed into three subscales, it has been used as a unidimensional scale by Greenhaus (1973). The scale adopts a five-point Likert-type format ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The internal consistency of the scale by Cronbach's alpha a = .85 for the present sample.

Job Satisfaction: Job satisfaction was assessed with the modified form of Job Satisfaction Index (JSI) by Brayfield-Rothe (1951). JSI has 18 items that adopt five Likert-type scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The instrument has an internal consistency reliability estimate by Cronbach's alpha = 0.87. The JSI has been used with success among Nigerian samples.

Procedure

A set of questionnaires for assessing biographical data information, organizational commitment, achievement motivation, career salience, emotional intelligence and job satisfaction were administered on the sample through the assistance of 4 research assistants who were postgraduate students and the support of some personnel officers (in companies and banks), and senior employees (in some government parastatals). A total of 400 questionnaires were distributed out of which 350 were recovered giving a return rate of 87.50% but 320 were found to be useable. This number (320) was used for the data analysis.

Data Analysis

Product moment correlation and hierarchical multiple regression analyses were used to analyse the data collected. The criterion variable or dependent variable was organizational commitment while the predictor variables were demographic factors (age, gender, job tenure, marital status, and education level), emotional intelligence, achievement motivation, career salience, and job satisfaction.

RESULTS

Results on table 1 show significant positive correlations between organizational commitment and age ($r = .20$, $p < .05$), marital status ($r = .196$, $p < .05$), education level ($r = .197$, $p < .05$), job tenure ($r = .23$, $p < .05$), achievement motivation ($r = .24$, $p < .05$), career salience ($r = .24$, $p < .05$), emotional intelligence ($r = .22$, $p < .05$), job satisfaction ($r = .30$, $p < .05$). No significant correlation was found between organizational commitment and gender ($r = .17$, $p > .05$).

Hierarchical Multiple Repression Analysis

A five-step hierarchical regression was performed, whereby organizational commitment was regressed on demographic factors (step 1),

emotional intelligence (step 2), achievement motivation (step 3), work-role/career salience (step 4) and job satisfaction (step 5). These results are summarized in Table 2.

The results on Table 2 indicate that demographic factors significantly predicted organizational commitment ($\Delta R^2 = .02$, $DF_{(5,317)} = 3.85$, $p < .05$). Age, marital status, education level, and job tenure made significant separate contributions to the prediction of organizational commitment. Hypothesis 1 is therefore accepted. Older workers were more committed to the organization than the younger workers. Also married workers and workers with higher educational qualifications were more committed to the organization. Workers who had higher job tenure had more commitment than newly employed workers.

In step 2, emotional intelligence significantly contributed to the prediction of organizational commitment ($\Delta R^2 = .02$, $b = .18$, $DF_{(6,316)} = 3.70$, $p < .05$), thereby confirming hypothesis 2 i.e. the higher the emotional intelligence, the higher the organizational commitment. In step 3, addition of achievement motivation resulted in the significant prediction of organizational commitment ($\Delta R^2 = .02$, $b = .20$, $DF_{(7,315)} = 4.53$, $p < .05$). Hypothesis 3 is thereby supported. Higher achievement motivation results in higher organizational commitment. Work-role/career salience added in step 4 significantly predicted organizational commitment ($\Delta R^2 = .08$, $b = .13$, $DF_{(8,314)} = 3.76$, $p <$

Table 1: Means, standard deviations and inter correlations of all variables

S. No.	Variable	1	2	3	4	5	6	7	8	9	10
1	Gender[a]	1.00									
2	Age	.15	1.00								
3	Marital status[b]	.01	.03	1.00							
4	Education[c]	.02	.04	.05	1.00						
5	Job tenure	.14	.195*	.04	.198*	1.00					
6	Achievement Motivation	.02	.06	.15	.18	.14	1.00				
7	Work-role salience	.18	.17	.17	.15	.05	.23*	1.00			
8	Emotional Intelligence	.13	.12	.05	.16	.09	.20*	.19	1.00		
9	Job Satisfaction	.03	.05	.13	.21*	.20*	.25*	.197*	.21*	1.00	
10	Organizational Commitment	.17	.20*	.196*	.197*	.23*	.24*	.24*	.22*	.30*	1.00
	Mean	1.50	36.70	1.65	4.06	10.60	83.40	107.85	108.56	78.56	44.75
	S.D.	.60	8.25	.56	5.40	7.80	3.80	4.5	6.40	2.10	2.40

Note: N = 320
a. Gender was scored 1 = male, 2 = female
b. Marital status was scored o = single, and 1 = married
c. Highest educational level was scored primary school education = 1, secondary education = 2, N.D. = 3, NCE = 4, HND = 5, Bachelor Degree = 6, Master's Degree = 7.
*P < .05 (2-tailed test)

Table 2: Hierarchical multiple regression analyses of organizational commitment on demographic factors, achievement motivation, emotional intelligence, work-role salience and job satisfaction.

Variables	R	R^2	ΔR^2	ΔF	β	df	t
Step 1	.14	.02	.02	3.85*		(5,317)	
Demographic Factors							
Gender					.03		0.60
Age					.17		4.50*
Marital Status					.14		3.85*
Education Level					.15		4.30*
Job Tenure					.25		5.40*
Step 2	.20	.04	.02	3.70*		(6,316)	
Emotional Intelligence					.18		4.80*
Step 3	.25	.06	.02	4.53*		(7,315)	
Achievement Motivation					.20		5.00*
Step 4	.38	.14	.08	3.76*		(8,314)	
Work-role salience					.13		2.80*
Step 5	.42	.17	.03	5.20*		(9,313)	
Job Satisfaction					.24		5.30*

* P < .05

.05). This result confirms Hypothesis 4. This is an indication that higher career salience leads to higher organizational commitment. In step 5 job satisfaction significantly predicted organizational commitment ($\Delta R^2 = .03$, b = .24, $DF_{(9,313)} = 5.20$, p < .05). Hypothesis 5 is confirmed. This means higher job satisfaction results in higher organizational commitment.

DISCUSSION

The results from these study indicated that the demographic factors age, marital status, job tenure, and education level significantly predicted organizational commitment except gender that did not. These results are consistent with a number of previous studies that found that workers who are older and married have more commitment to their organizations than the younger and single workers (Dodd-McCue and Wright, 1996). These results also bear out the work of other researchers who found job tenure and educational level to be significant predictors of organizational commitment (Mannheim et al, 1997; Morrow, 1993). That age and job tenure are significant predictors of organizational commitment may be because the longer the workers stay with an organization or the older they are the more time they have to evaluate their relationship with the organization. It is also likely that workers with higher educational qualifications occupy higher ranks and therefore have more responsibilities which invariably require more commitment to the organization. The finding that marital status was significantly related to organizational commitment support the work of Bowen et al. (1994) who found that married workers were more committed to the organization than single workers. An explanation for this finding might be that married workers rather than single workers have more family responsibilities to cater for that require financial support and as such they are more committed to the organization.

The finding that emotional intelligence significantly predicted organizational commitment support the work of previous researchers who found that emotional intelligence was positively correlated with organizational commitment (Carmeli, 2003; Nikolanu and Tsaousis, 2002; Rozell, Pettijohn and parker, 2004). The reason for this finding is that emotionally intelligent workers could display cooperation, creativity and good interpersonal relations. They can also perceive, express and regulate emotions which could affect their attitude toward their colleagues, bosses, jobs and their commitment to their organizations.

Work-role salience or career salience significantly predicted organizational commitment of the workers. This finding corroborates the work of earlier scholars who found that work-role salience or centrality of work role significantly predicted organizational commitment of workers (Mannheim et al, 1997; Mathiew and Zajac, 1990; van der Velde et al., 2003). The explanation for this finding is predicated on the idea that it is only after the individual has developed a strong concern for and centrality of his/her work role that he or she is likely to look beyond the job to the organization. The more the workers are involved in their work the more they become committed to the organization.

That achievement motivation significantly predicted organizational commitment is consistent with the findings of previous researchers (Dodd-McCue and Wright, 1996; Mannheim et al., 1997; Li, 2006) who found significant relationship between need for achievement and organizational commitment. An explanation for this finding is that individual employees attempt to satisfy many needs including need for achievement through their work and through their relationship with an organization. So workers with high achievement motivation are more committed to their organizations.

Job satisfaction was found to significantly predict organizational commitment. This finding is in line with the work of earlier scholars who found that job satisfaction was a significant predictor of organizational commitment (Chi-Yueh, 2000; Feinstein and Vondrasek, 2006; Freund, 2005; Mannheim et al., 1997; Busch et al., 1998).

This finding may be due to the fact that job satisfaction reflects individual's immediate reactions to the job. These reactions influence the development of the individual's commitment to the organization after forming comprehensive valuations of the employing organizations, its values, expectations and one's own future in it. Workers who are more satisfied with their jobs are more committed to their organizations.

Implications of the Findings

The findings from this study have great

implications for programmes for improving workers' commitment to the work organizations. The results of the study revealed that demographic factors (age, marital status, job tenure, and educational level) of workers significantly correlated with organizational commitment. Older, married, more experienced and more educated workers had higher levels of organizational commitment than the younger, single, less experienced and less educated workers. This means that the younger, single, less experienced and less educated may still be deciding what they want to do for a career. Deciding on a choice of work in life or for a given period of time may prevent organizational commitment. The significant relationship between organizational commitment and emotional intelligence, achievement motivation, work-role salience, and job satisfaction indicate that lack of these variables may also reduce organizational commitment. This means that one of them cannot exist without the other.

The implication is that there is need for organizational/industrial or counselling psychologists and managements to design staff development programmes to incorporate fostering of emotional intelligence, achievement motivation and work role salience among the workers. Such programmes should also take into account the age, marital status, job tenure and educational levels of the workers. For example, younger, inexperienced workers may need information about job satisfaction and organizational commitment from more experienced workers who may be mentoring the younger workers to increase their job satisfaction and organizational commitment.

Above all, organization managements should provide necessary facilities, conducive organizational climate and take actions that cater for the welfare of the workers to improve organizational commitment. In conclusion, findings from this study have shown that demographic factors (age, marital status, educational level, and job tenure except gender), emotional intelligence, achievement motivation, work-role salience and job satisfaction could be relied upon by organizational managements in order to increase the organizational commitment of the workers.

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