

Diversity, Relationship Satisfaction, and Job Satisfaction as Predictors of Organisational Commitment among Nigeria Security and Civil Defence Corps (NSCDC) Oyo State Command Ibadan

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Abstract

The study examines the influence of diversity, relationship satisfaction and job satisfaction on organisational commitment of NSCDC officers of Oyo state command. A cross-sectional method was adopted for this study. Total number of 247 respondents was selected using convenience sampling technique. The instruments for data collection are Job satisfaction scale (CSI), Mivile-Guzman Universality-Diversity Scale-short form (MGUDS), Couple satisfaction index and Mayer and Allen commitment scale. T-test and Multiple regression was used for statistical analysis. Findings revealed that there exists significant job satisfaction differences in organisational commitment [$t(244) = 15.26; p < .05$]. Also, there was significant diversity differences in organisational commitment [$t(244) = 14.41; p < .05$]. In addition, there was significant relationship-satisfaction differences in organisational commitment [$t(244) = 5.85; p < .05$]. Collectively, job satisfaction, relationship satisfaction and diversity predicted organisational commitment $\{R = .86, R^2 = .73; F(3, 242) = 222.53; p < .01\}$; while only job satisfaction ($\beta = .45, t = 8.25; p < .05$) and diversity ($\beta = .44, t = 7.35; p < .05$) had significant independent influence on organisational commitment. Based on the findings of this study, it is recommended that effort should be put in place to enhance job satisfaction; officers should be engaged in diversity enlightenment activities by the corps; and the corps should engage the service of a psychologist for timely psychological inoculations on handling relationship issues.

Keywords: Diversity, relationship satisfaction, job satisfaction, organisational commitment and NSCDC

Introduction

During the last three decades, organisational commitment has gained popularity through the examining of employees' link to their organisation. It has a tremendous role in shaping the future of organisational orientation. Organisational Commitment is the degree to which an employee identifies with a particular organisation and its goals and wishes to maintain membership in the organisation (Robbins, 2005). Definitions of the concept 'organisational commitment' include the description by O'Reilly (1989), 'an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organisation'.

Organisational commitment is characterised by employees' acceptance of organisational goals and their willingness to exert effort on behalf of the organisation (Miller & Lee, 2001). It refers to an individual's feelings about the organisation as a whole. It is the strength of the feeling of affection and responsibility that an employee has towards the vision and mission of the organisation. Commitment is construed as a driving force that makes an individual act in certain ways that benefit organisations. A committed employee is one who is loyal and identifies with the goals and values of the organisation.

Every individual within an organisation according to Ogunjinmi *et al.* (2013) is important to the fulfillment of organisational goals and objectives. Consequently, employees constitute an important segment of an organisation's stakeholders; their commitment plays significant roles in the effectiveness and stability of organisations. Organisational commitment is defined as the degree of an individual's relations and experiences as a sense of loyalty toward one's organisation. In addition to loyalty, organisational commitment encompasses an individual's willingness to extend effort in order to further an organisation's goals and the degree of alignment the organisation has with the goals and values of the individual (Mowday *et al.*, 1979).

Diversity is a broad term; it is referred to as any characteristic that makes people different from one another. Diversity is found everywhere and the workplace is no exclusion. Workforce diversity is the heterogeneous nature of an organisation in terms of gender, age, race, ethnicity, sexual orientation, and inclusion of other diverse groups. Differences in easily perceived characteristics, such as gender, race, ethnicity, age, or disability, do not necessarily reflect the ways people think or feel but they may prompt certain stereotypes. Differences in values, personality and work preferences become progressively more important for determining similarity as people get to know one another better. Cultural diversity is no longer limited to management intervention or affirmative action, but it can be employed as strength to accomplish organisational missions (Pitts and Wise, 2010). Diversity in variables such as; gender, race, religion, ethnicity, sexual orientation, physical ability, income, work experience, relationship satisfaction, educational background and other differences may affect the workplace (Heuberger, Gerber & Anderson, 2010).

Nigeria like many nations of the world is ethnically heterogeneous and is characterised by other demographic diversities, which are reflective in workplaces. Some studies have found that various forms of diversities are associated with greater innovation, improved strategic decision making, and organisational performance. Other research shows that various types of team and organisational diversities sometimes increase conflict, reduce social cohesion, and increase employee turnover (Jackson, Joshi & Erhardt, 2003; Webber & Donahue, 2001). The demographic composition of today's workplace, occasioned by the international trend toward increased immigration and the globalisation of firms, is increasingly becoming diverse (Johnson, 2002; Yaprak, 2002). Given these demographic and organisational trends, business organisations are contending with the challenges of effectively managing a diverse workforce.

Spector (1997) defined job satisfaction as all the feelings that a given individual has about his/her job and its various aspects. Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies' policies and environment etc. Generally, morale refers to the attitude of the workers and relates to group, while job satisfaction is an individual's feeling which could be caused by a variety of factors. It is governed to a large extent by the extent to which the perceptions and expectations of men/women who work to satisfy their needs are being aspired or the extent to which their work-life fulfills these needs. For job satisfaction, there should exist an accord between the perception of how much the job can provide and how much one aspires to get and the degree to which these needs are essentially fulfilled.

According to Allen and Wilburn (2002) "employee satisfaction influences employee productivity, absenteeism and retention, and the success of any organisation is directly linked to

the satisfaction of the employees who embody that organisation, and that retaining talented people is critical to the success of any organisation". While satisfied employees are not necessarily loyal and loyal ones are not always satisfied, it cannot be denied that job satisfaction fuels loyalty. After all, it has been rightly said that the more satisfied an employee is regarding his or her working conditions, the more likely is he or she is to develop a psychological attachment or commitment to the organisation (Sageer, Rafat & Agarwal, 2012). Employee satisfaction is the expression used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place (Osemeke, 2016).

Relationship satisfaction is an individual's subjective impression of specific components within his/her intimate relationship. It includes roles, interpersonal relationships and reciprocities, prosperities, motivations, inter marital contention factors, privacy preferences, perception of the partner's humour and attribution. Marital satisfaction is the product of the interaction between husband and wife and the amount of agreement between one's expectations of the marriage and the rewards that marriage provides. Relationship satisfaction could be defined as the subjective attitude (satisfaction) and affective experience (happiness) in the evaluation of one's relationship (Thomson, 2008). Most of the existing research on this topic focuses on the satisfaction of married couples. Cowan (2000) found that satisfaction is highest during the premarital and early years of marriage, and then declines later.

The following hypothesis shall be tested in this study:

Hypothesis

1. There will be job satisfaction difference on organisational commitment among NSCDC - officers in Oyo state.
2. There will be diversity difference on organisational commitment among NSCDC officers in Oyo state.
3. There will be relationship satisfaction difference on organisational commitment among NSCDC officers in Oyo state.
4. Diversity, job satisfaction and relationship satisfaction will jointly and independently predict organisational commitment among NSCDC officers in Oyo state.
5. There will be gender differences on organisational commitment among NSCDC officers in Oyo state.

Methods

Design

The study is a cross-sectional study, the predictor variables are Diversity, Job Satisfaction, and Relationship Satisfaction while the dependent variable is Organisational commitment.

Setting

The research population is the Nigeria Security and Civil Defence Corps, Oyo State Command situated at Old NITEL building along parliament road, Agodi Ibadan. It has under its control Area commands, Divisional commands and Local Council Development Areas. Due to its status as a state Command, it has different units in which various operations are carried out to coordinate her activities. It has her National Headquarters in Abuja. At the Nigeria Security and Civil Defence

Corps, recruitment is done at the National Headquarters, where officers are being posted randomly to different commands, making a command a representative of the nation and causing it to be widely diversified in ethnic background, gender, rank, unit and age.

Participants

The population of this study was the entire officers of the Nigeria Security and Civil Defence Corps, Oyo State Command Ibadan. The command has about 50 (fifty) units/departments, 4(four) areas with 39(thirty-nine) divisions and 31(thirty-one) LCDA's with a population of staff in each unit/department/divisions/LCDA ranging from five (5) to thirty (30). Altogether with a staff strength of about 2000 officers. Using purposive sampling technique, a sample of 250 participants were selected across all departments/units/divisions out of which 247 responses were found valid and subjected to analysis. In the study, the mean age of the participants was 31.8 and the standard deviation was 11.37. On gender, there were 67.6% males and 32.4% females; on religion, there were 59.5% Christian and 40.5% Islam; on ethnicity there were 45.3% Yoruba, 54.3% Hausa and .4% Igbo; on marital status there were 81.8% married, 14.6% divorced, .4% separated and 3.2% single.

Instruments

The instrument used for data collection was a structured questionnaire, which comprised of five sections A, B, C, D and E.

SECTION A: This section measured demographic characteristics of participants which are age, sex (male, female), religion (Christian, Islam, African tradition, others), ethnicity (Yoruba, Hausa, Igbo, others), marital status (married, divorced, separated, single), and state of origin.

SECTION B: This section contains the Job Satisfaction Survey (JSS) questionnaire, by Paul E. Spector (1994) it is an 18 - item scale on a 6 Likert, which measures job satisfaction, with 18 reversed items and 9 sub-scales which are; pay, promotion, supervision, fringe benefits, contingent reward, operating conditions, co-workers, nature of work, and communication. Its validity estimates are; Cronbach alpha .85, split half .58 and spearman brown .59

SECTION C: This section contains the Mivile-Guzman Universality-Diversity Scale – short form (MGUDS) questionnaire, it is 15 - item scale which measures diversity. It has 5 reversed items and three subscales which are diversity of contact, relativistic appreciation and comfort with differences. Its validity estimates are Cronbach alpha .80, split half .77 and spearman brown .78

SECTION D: This section contains the Couple Satisfaction Index (CSI). This was used in this study to measure relationship satisfaction. It is a 32-item scale measuring satisfaction of couples authored by Funk, J. L. & Rogge, R. D. (2007). Its validity estimates are Cronbach alpha .96, split half .87 and spearman brown .87.

SECTION E: This section contains the Mayer et.al commitment scale, it is a 27 – item scale which measures organisational commitment. Its validity estimates are Cronbach alpha .87, split half .60 and spearman brown .64.

Procedure

A pilot study was carried out to validate the instruments to be used in this study. 30 respondents were sampled but 24 were found valid and subjected to analysis. The analysis exposed some invalid items which were removed and the valid items alone were retained for the cause of this study.

First, the permission of the Commandant General was secured, likewise all Assistant Commandants, Heads of Departments and Heads of Units. They were briefed on the concept of the research before the commencements of the study. Thereafter, questionnaire was administered to the study sample in the command and six divisional offices; Ibadan North, Ibadan North East, Ibadan South East 1&2, Ibadan South West and Ibadan North West.

Only officers that were available at the time the questionnaire was administered participated in the research. Questionnaires were administered and the valid ones were subjected to analysis. Simple frequencies and percentages were used to check for the frequencies and percentages of the demographic variables, while hypothesis one was tested using correlational analysis. Hypothesis two and three were tested using Multiple regression analysis and Hypothesis four was tested using T-test for independent sample.

Results

The chapter presents results of gathered data from selected NSCDC personnel in Ibadan metropolis. A total of five (5) hypotheses were tested using t-test for independent samples and multiple regression analysis.

Hypothesis one stated that employees with high level of job satisfaction will significantly report higher organisational commitment than those with low level of job satisfaction. This was tested using t-test for independent samples and the result is presented in Table 4.1;

Table 1: Summary of t-test for the Independent samples showing job satisfaction differences in organisational commitment

	Job satisfaction	N	Mean	SD	df	t	P
	High	147	101.35	8.69			
Organisational commitment					244	15.26	<.05
	Low	99	69.73	22.81			

Table 1 presents job satisfaction differences in organisational commitment among NSCDC officers in Ibadan metropolis. It was presented that there were significant job satisfaction differences in organisational commitment [$t(244) = 15.26; p < .05$]. It was found that those with high level of job satisfaction reported higher organisational commitment (Mean = 101.35; SD = 8.69) than those with low level of job satisfaction (Mean = 69.73; SD = 22.81). This supports the stated hypothesis. Hence, the hypothesis is retained in this study.

Hypothesis two stated that employees with high level of diversities will significantly report higher organisational commitment than those with low level of diversities. This was tested using t-test for independent samples and the result is presented in Table 2.

Table 2 presents diversity differences in organisational commitment among NSCDC staff in Ibadan metropolis.

It was presented that there were significant diversity differences in organisational commitment at [t (244) = 14.41; $p < .05$]. It was found that those with high level of diversity reported higher organisational commitment (Mean = 101.40; SD = 10.88) than those with low level of diversity (Mean = 70.89; SD = 21.85). This supports the stated hypothesis. Hence, the hypothesis is retained in this study.

Table 2: Summary of t-test For the Independent samples showing diversity differences in organisational commitment

	Diversity	N	Mean	SD	df	t	P
	High	143	101.40	10.88			
Organisational commitment					244	14.41	<.05
	Low	103	70.89	21.85			

Hypothesis three stated that employees with high level of relationship satisfaction will significantly report higher organisational commitment than those with low level of relationship satisfaction. This was tested using t-test for independent samples and the result is presented in Table 3.

Table 3: Summary of t-test For the Independent samples showing relationship satisfaction differences in organisational commitment

	Relationship satisfaction	N	Mean	SD	df	T	P
	High	131	95.92	17.65			
Organisational commitment					244	5.85	<.05
	Low	115	80.31	24.02			

Table 3 presents relationship satisfaction differences in organisational commitment among NSCDC staff in Ibadan metropolis. It was presented that there were significant relationship satisfaction differences in organisational commitment at [t (244) = 5.85; $p < .05$]. It was found that those with high level of relationship satisfaction reported higher organisational commitment (Mean = 95.92; SD = 17.65) than those with low level of relationship satisfaction (Mean = 80.31; SD = 24.02). This supports the stated hypothesis. Hence, the hypothesis is retained in this study. Hypothesis four stated that Job satisfaction, diversity and relationship satisfaction will jointly and independently predict organisational commitment among NSCDC personnel in Ibadan metropolis. This was tested using multiple regression analysis and the result is presented on Table 4.

Table 4 presents the joint and independent prediction of organisational commitment by job satisfaction, relationship satisfaction and diversity. From table 4, it is presented that job satisfaction, relationship satisfaction and diversity had significant joint influence organisational commitment { $R = .86$, $R^2 = .73$; $F(3, 242) = 222.53$; $p < .01$ }.

Collectively, job satisfaction, relationship satisfaction and diversity contributed about 73% variance in organisational commitment. Further analysis revealed that only job satisfaction ($\beta = .45$, $t = 8.25$; $p < .05$) and diversity ($\beta = .44$, $t = 7.35$; $p < .05$) have significant independent influence on organisational commitment, while relationship satisfaction ($\beta = .02$, $t = .56$; $p > .05$) has no significant independent influence on organisational commitment.

Table 4: Multiple regression summary Table showing job satisfaction, diversity and relationship satisfaction as predictors of organisational commitment

Variables	B	t	P	R	R ²	F	p
Job satisfaction	.45	8.25	<.01				
Diversity	.44	7.35	<.01	.86	.73	222.53	<.01
Relationship satisfaction	.02	.56	>.05				

Hypothesis five states that Males will significantly report higher organisational commitment than females. This was tested using t-test for independent samples and the result is presented on Table 5.

Table 5: Summary of t-test for the Independent samples showing gender differences in organisational commitment

	Gender	N	Mean	SD	df	t	P
	Male	163	89.77	21.30			
Organisational commitment					241	1.18	>.05
	Female	80	86.18	24.34			

Table 5 presents gender differences in organisational commitment among NSCDC staff in Ibadan metropolis. It was presented that there were no significant gender differences in organisational commitment at [$t(244) = 1.18$; $p > .05$]. This negates the stated hypothesis. Hence, the hypothesis is rejected in this study.

Discussion

It was made obvious that there is significant job satisfaction difference in organisational commitment. Specifically, officers who are more satisfied with the job are more committed compared to those who are less satisfied. As several meta-analyses have concluded that there is a high correlation between job satisfaction and organisational commitment though they are different concepts (Mathieu & Zajac, 1990; Meyer *et al.*, 2002; Adekola, 2005) found a significant positive linear relationship between job satisfaction and organisational commitment for Public and Private Universities. Salami O. (nd) found in his study that job satisfaction significantly predicts organisational commitment. Job satisfaction was also found to predict Organisational commitment by early researchers (Chi- Yueh, 2000; Feinstein and Vondrasek, 2006; Freund, 2005; Mannheim *et al.*, 1997; Busch *et al.*, 1998).

Relationship satisfaction shows a significant difference in organisational commitment, as previous research reveals a positive significant correlation between marital satisfaction and organisational commitment. It was shown that the more the intimacy in the family the more the

affective commitment will be. Also, optimal communicational skills in the family and participation in decision making result in motivation for teamwork and increase in the staff's integration and commitment (Davland *et al.*, 2014). Though it is in contrast with Collins and George (2004) as their report shows that married individuals face dual challenges of marital life and workplace which result in low commitment and effectiveness both at home and workplace. This could be traced to the fact found by Akintayo (2010) Family life interferes with affecting outcomes such as organisational commitment, job satisfaction, and turnover.

It was presented that there were significant diversity differences in organisational commitment. This corresponds with Ogbonna *et al.*'s findings that Workforce diversity has a positive influence on organisational performance in the selected firms in Nigeria. Mohammed also discovered that there was a positive and significant correlation between all dimensions of diversity and continuous commitment dimension and normative commitment dimension; but at the same, these results implied that there existed no significant relationship between the diversity management dimensions and the affective commitment dimension. Nonetheless, it was generally determined that diversity management and organisational commitment have a positive and significant correlation with each other as early researchers shows that diversity and organisational commitment has a positive and significant correlation with each other (Imiko & Chang, 2009; Alkahanti, 2004; Emiko & Ionomi, 2009; Chang, 2005; Meyer & Allen, 1991).

In this study, it was observed that there were no significant gender differences in organisational commitment which complied with Ajay suneja (nd) and no significant difference in the level of the organisational commitment of bank employees according to their gender, Salami O. (nd). Demographic factors such as age, marital status, job tenure, and education level significantly predicted organisational commitment except for gender that did not, though this disagrees with the findings from Adekola (2006), Akintayo (2006), Ajaja (2004) and Williams and Warrens (2003) who reported that there was a gender difference in organisational commitment with its consequential effects on job performance effectiveness of the workers, including managers.

It is presented that job satisfaction, relationship satisfaction and diversity have significant joint influence on organisational commitment. Further analysis revealed that only job satisfaction and diversity has significant independent influence on organisational commitment, while relationship satisfaction has no significant independent influence on organisational commitment. Relationship satisfaction may have been influenced by other factors not identified which could be traced to the fact found by Akintayo (2010) that family life interferes with affecting outcomes such as organisational commitment, job satisfaction, and turnover.

Implication of study

Based on the findings of this study, it is recommended that efforts should be put in place by the organisation to enhance officers' job satisfaction. Officers should be engaged in diversity enlightenment activities and programmes by the corps, and the corps should engage the service of a psychologist for timely psychological first aid and inoculations on handling relationship issues, diversity matters and help in setting up modalities so as to enhance job satisfaction of employees.

Limitation of Study

In the course of this research just a few divisions were put into consideration. Randomisation was not also adopted in the sampling techniques and as such, this research cannot be generalised to the NSCDC at large.

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