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EXPLORING THE RELATIONSHIP BETWEEN JOB SATISFACTION, PRODUCTIVITY AND ORGANIZATIONAL COMMITMENT

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Abstract
The study empirically examined the relationship between job satisfaction, productivity and organizational commitment. This study employed survey research design. A combination of secondary and primary sources of data was adopted in this study. Primary source of data principally was extracted from the questionnaire. The data collected from the field survey was presented and analyzed in tables and simple percentage format. Also, the Chi-square statistical tool was used in testing the research hypothesis. The major findings of the study include: There was a significant impact of job satisfaction on productivity, Job safety and security had a significant impact on employees' productivity and there was a significant impact of promotion on employees' productivity in hospitality firms. The study recommended that management should set up effective strategies that will lead to goals and objectives of the organization. Management should improve on job safety and security so that it will enhance high level of productivity. Good working conditions should be implemented in order to improve workers performance. There should be regular welfare packages so as to enhance organizational commitment.

Keywords: Job satisfaction, Productivity, organizational commitment and performance

Introduction

Every organization is set up to achieve certain goals and objectives. For organization to achieve these goals, employee or the individual that makes up the organization must be well considered, in terms of their well-being. According to Inyang (2004) the individuals as a group who makes up the organization is expected to behave in certain ways that would enable the organization

achieve its predetermined goals and objectives. This tells us that people are more important element in an organization and if there are well motivated and are contented with their job, they can do whatever that is necessary to achieve the organizational goals and objectives. (Inyang, 2007). Herzberg's two factors theory explained that motivation promote job enrichment and enlargement which gives birth to job satisfaction and productivity. So, a motivated and a contented employee will be more likely to perform beyond the call of duty to meet organizational needs. Wikipedia (2015) explains that manager needs to understand how best to make work most satisfying for employee in other to enhance their performance which will in turn lead to improve productivity. So, attempting to understand the nature of job satisfaction is not that easy in the sense that it is a complex concept in which different scholars have different meaning to it. There is no organization that will function well without people. Workers are the main reason organization exist for a longtime, this is because they play a major role and also, they make significant contributions to the organizational growth and productivity, which will in turn lead to the achievement of organizational goals and objectives. So, the condition of these workers, in terms of their state of mind in the organization, should be a thing of concern tothe manager, because if an employee is happy on his or her job, he or she will be motivated toperform well. So, the challenge in most organization today is that the managers are only interested in achieving organizational target at the expense of their workers wellbeing. So, it has been observed that most workers are not happy on their job, which could be as a result of lack of fair promotion system, or a good working condition, or it could also be as a result of job insecurity and safety. Therefore, if organization can be more concerned about job satisfaction of employees, better performance can be expected, which will enhance the organizational level of productivity.

Theoretical Framework

Affect theory

The affect theory was developed by Edwin A. Locke in 1976 and it is arguably the most famous job satisfaction model (Wikipedia, 2015). The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. The theory further states that, how much one values a given facet of work moderates how satisfied or dissatisfied one becomes when expectations are met or not met. That is when employee values a particular facet of a job, his satisfaction is more greatly impacted both positively, when expectations are met and negatively, when expectations are not met compared to an employee who does not value that facet. To illustrate, if employee "A" values autonomy in the work place and employee "B" is indifferent about then employee A will be more satisfied in a position that offers a higher degree of autonomy and less satisfied in a position with little or no autonomy compared to employee B.

Dispositional theory

This is another well-known theory of job satisfaction. According to Shied (2010), the idea that people who are happy in life are happy in their job is called the dispositional theory. The theory actually suggest that people have innate disposition that cause them to have tendencies toward a certain of satisfaction regardless or approach became a notable explanation satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. An important contribution to the understanding of this theory is the judge's core self-evaluation

model. Judge (1998) averred that, there are four core self- evaluations that determine one's disposition towards job satisfaction, and they include: Self- esteem, general self-efficacy, locus of control and neuroticism. Judge further argued that high levels of self-esteem and self-efficacy lead to higher job satisfaction and lower level of neuroticism lead to higher job satisfaction. Also, having an internal locus of control, that is believing that one has control over his over life as opposed to outside forces having control, leads to higher job satisfaction.

Two-factor theory

This theory was developed by Fredrick Herzberg in 1959. This theory attempts to explain satisfaction and motivation in the workplace. It is for this reason that this theory is also referred to as motivation hygiene theory. This theory states that employees are driven by different factors; motivation and hygiene factors respectively. According to Inyang (2004), the factors are consistently associated with job satisfaction are called the intrinsic factors such as achievement, recognition, work itself, growth, responsibility and advancement. These factors are also the motivators. Also, the factors that are associated with dissatisfaction include company policy, working conditions, salary, status, supervision, security, etc. these factors are the hygiene factors. However, this theory outlines a general tendency only. To some employees, some hygiene factors may be motivators while to some other employees; some motivating factors may only be hygiene factors.

Literature Review

Concept of Job Satisfaction

The concept of job satisfaction is a great interest to social and behaviour scientist because of the importance of job in the total life experience of an individual. Every individual wants to work in order to have its financial ability to meet his need. Also, all organizations are concerned with what should be done to achieve high levels of productivity through people. This means giving close attention to how individuals can best be satisfied doing their job, through such means as employees job satisfy and security, poor working condition, promotion and job autonomy. In Inyang (2007), the hierarchy of needs follows in ascending order and potency; psychological needs, safety need social need, self-esteem rent and self- actualization need. The theory suggestion the managers have responsibility to create a work climate in which employee can be satisfying their needs. In the area of management, the concepts of job satisfaction have been defined in different ways by different scholars. Spector (1997) defined job satisfaction as all the feelings that a given individual has about his/her job and its various aspects.

From the various definitions above, job satisfaction in terms of the individual or employees' fulfillment or consent about his or her job which in return affect the level of his performance. Also, from the definitions above, it shows that an employee that is highly satisfied holds a position attitude about his or her job, while an employee who is dissatisfied with his or her job holds a negative attitude about the job. Though despite a wide range in scientific research, there are still no generally agreement regarding what the conceptof job satisfaction is all above. This is to say that, there is no final agreed definition of job satisfaction. One of its biggest preludes to the study of job satisfaction was the Hawthome studies 1924-1933, and these studies were primarily credited to Elton Mayo (Wikipedia, 2015). The study according to Wikipedia, sought to find the effects of various conditions on workers' productivity. These studies actual y showed that changes in work conditions temporarily increase productivity. It was later found that this

increase resulted not from the new conditions but from the knowledge of being observed. This finding provided strong evidence that people work far purposed other than pay, and this paved the way for researchersto investigate other factors in job satisfaction.

Process Of Job Satisfaction

Job satisfaction is concerned with the factors that influence people to behave in certain ways. The three (3) components of job satisfaction are;

i. Direction – what a person is trying to do,
ii. Effort – how hard a person is trying, and
iii. Persistence – how long a person keeps on trying.

The process of job satisfaction is shown below, this suggests that job satisfaction is initiated by the conscious or unconscious recognition of unsatisfied needs. These needs create wants, which are desires to achieve or obtain something. Goals are then established which it is believed will satisfy these needs and wants and a behaviour pathway is selected which it is expected will achieve the goal. If the goal is achieved, the need will be satisfied and the behaviour is likely to be repeated the next time a similar need emerges. If the goal is not achieved, the same action is less likely to be repeated. This process of repeating successful behaviour or actions is called reinforcement or the law of effect. It has, however, been criticized by Allport (2004) as ignoring the influence of expectations and therefore constituting "hedonism of the past".

Importance of Job Satisfaction

Job satisfaction is essential to the success of any business. This is because a high level of job satisfaction will directly affect his or her level of performance. Thus, keeping employees satisfied with their careers should be a major priority for every employer. Employee satisfaction is of utmost important for employees to remain happy and also deliver their level best. Jacob (2015) identified and explained them as follows:

1. **A happy employee is a good employee**

   It goes without saying that, as a company, you want to hire only the best people who will do the best possible job. However, everyone has different levels at which they work. It has been proven time again that one of the best ways to get someone's best work is to make them comfortable as happy. A happy employee is a good employee.

2. **Employee retention**

   When you have those high-class employees for your organization, you want to make sure that there are for the long term, this will create a much better work environment, good publicity for the company, healthy competition for places and less

Dimensions Of Job Satisfaction

Mullins (2004) argued that job satisfaction is itself a complex concept and difficult to measure objectively. The level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organizational and environmental factors.

He also contented that:

- Individual factors include personality, education, intelligence and abilities, age mentalstatus, orientation to work.

- Social factors include relationship with co-workers, group working and norms,opportunities for interaction, informal organization.
- Cultural factors were identified to include underlying attitude, beliefs and values.
- Organizational factors include nature and size, formal structure, personnel policies and procedures, employee relations, nature of the work, technology and work organization, supervision and styles of leadership, management systems and working conditions.
- Environmental factors include economic, social, technical and government influences.

From the perspective of Robbins (2004), an extensive review of literature indicates that themore important factors conducive to job satisfaction are mentally challenging work equitablerewards, supportive working conditions and supportive colleagues.

Factors of Job Satisfaction

Factors of job satisfaction in an organization are being determined by several factors; some of these notable ones include:

Working condition: Spector (2008) states work environment as a significant factor of job satisfaction of employees that work. Working conditions have features about the job such as calm and easy work place, drying, lighting and temperature, bigger better and clearer work spaces, and office space. These factors have impact on workers' job satisfaction. When thus is provided by the firm employee satisfaction raises (De Troyer, 2000). Andrews (2001) stated that a good working condition contributes to employee's productivity.

Promotion: The level of satisfaction is discriminatory with the level of pay and benefits and promotion system. Promotion is a vital feature. According to Frye (2004), there is positive connection between equity base on compensation and performance. So promotion is one of the factors that determine how an employee can be interested with his or her job.

Job autonomy: Is one of the most important factors that affect employees' satisfaction. It can be said to be degree to which employees feel. They can make their own decisions and influence what happens on the job. Most times, people earning high income typically enjoythe most autonomy in the job, which tends to make them happy. But if one looks at individuals who have equally autonomous job, then they appear equally happy with those jobs, regardless of any income to disparities among them. These tell us that job autonomy has impact on job satisfaction.

Job safety and security: Job dissatisfaction is the result of uncertainty among employees. When employee notices that his or her job is not secure, it affects his attitude towards work.

Concept of Productivity

The word productivity first time appeared in literature in 1766. According to Sumanth (1990, p. 01), the term productivity was probably first time used by French mathematician in an article in 1766. In 1883, another French man, Littre, defined productivity as the faculty to produce. Many organisations have defined productivity in different ways. Hereinafter, diverse meanings of productivity coined by different people and organisations in different periods will be presented. Sumanth (1990, p. 04) has given a list of nine different organisations and people who have given definition of productivity. A list of different meanings has been prepared with the help of

definitions proposed by Sumanth (1990, p. 04), some more definitions have been added and eventually a conclusion is given based on research. Fabricant defines productivity (as cited in Ali 1978, p. 55) in the following words, always a ratio of output and input. This is the most common definition of productivity. Kendrick and Creamer have proposed two definitions of productivity (as cited in Afzal, 2004, p. 07). They specifically expressed in the following words, a-Functional definitions for partial, total factor and total productivity, b-Loose description of relationship usually in ratio form, between outputs and all of the associated inputs in real terms. In these definitions, authors have differentiated partial productivity from total productivity. Nevertheless, their focus is on relationship between the output and input. Mali has proposed the similar concept of productivity (as cited in Afzal, 2004. p. 06). According to Mali, Productivity is the measure of how well resources are brought together in organisations and utilised for accomplishing a set of results. Productivity is the name of reaching the higher level of performance with the least expenditures of resources.

Sumanth (1990, p. 04) believes that productivity is a family of ratios of output to input. The living standard of the country is measured by the productivity. Productivity is measured by the goods and services produced by per unit of national resources. Sink (1985, p. 15) has further clarified productivity with reference to time and application of generic system of calculation. According to Sink (1985, p. 15), the concept that productivity is a relationship between outputs from a given system during or over a given period in time, and inputs to that system during that same period, should be generic and universal. Lawlor (1985, p. 33) has also given two concepts of productivity. According to Lawlor (1985, p. 33), a- at its simplest meaning productivity is the relationship between goods produced and sold or service provided the output, and the resources consumed in doing it (Output/input= productivity). b- Productivity is a comprehensive measure about how efficiently and effectively organisations satisfy the following five aims:

- Objective achievements
- Efficiency of the process
- Effectiveness-
- Comparability with other organizations
- Trend- productivity measured over a period.

The Relationship Between Employees' Job Satisfaction and Productivity

Attempting to understand the nature of job satisfaction and its effect on productivity is not easy. Some researchers argue that there exist relationships between the two variables while others argue that there is no relationship between them. Buchanan (2011) argued that job satisfaction is more of an attitude, an internal state. He also noted that it could for example be associated with a personal feeling of achievement, either quantitative or qualitative. However,it should be noted that a happy worker is a good worker. Happiness in a work place is most often as a result of the satisfaction experienced in such workplace. Most of the variables that bring about teachers job satisfaction can motivate them to improve their performance. Also, such improved level of performance leads to a higher job satisfaction which then motivates them to improve their performance and thereby increasing the company's productivity. Job satisfaction is closely related to productivity which is then related to firm profitability. It has a positive persuade an organizational performance. Beside this, firm profitability has a reasonable non-

recursive effect on satisfaction. Employee job satisfaction plays considerable role in enhancing the firm's profitability and improving operational performance of organizations and quality of goods and services. There is no doubt in it that job satisfaction is critical to attain quality and profitability in organization (Agbonika, 2003).

Organizational Commitment

In organizational behavior and industrial and organizational psychology, organizational commitment is an individual's psychological attachment to the organization. Organizational scientists have also developed many nuanced definitions of organizational commitment, and numerous scales to measure them. Exemplary of this work is Meyer and Allen's model of commitment, which was developed to integrate numerous definitions of commitment that had been proliferated in the literature. Meyer and Allen's model has also been critiqued because the model is not consistent with empirical findings. It may also not be fully applicable in domains such as customer behavior. There has also been debate surrounding what Meyers and Allen's model was trying to achieve. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment.

Model of Commitment

Meyer and Allen's (1991) three-component model of commitment was created to argue that commitment has three different components that correspond with different psychological states. Meyer and Allen created this model for two reasons: first "aid in the interpretation of existing research" and second "to serve as a framework for future research" Their study was based mainly around previous studies of organizational commitment. Meyer and Allen's research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization. Mercurio (2015) extended this model by reviewing the empirical and theoretical studies on organizational commitment. Mercurio posits that emotional, or affective commitment is the core essence of organizational commitment.

Affective Commitment

Affective Commitment is defined as the employee's positive emotional attachment to the organization. Meyer and Allen pegged AC as the "desire" component of organizational commitment. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because they "want to". This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. The problem with these characteristics is that while they can be seen, they cannot be clearly defined. Meyer and Allen gave this example that "positive relationships between tenure and commitment maybe due to tenure-related differences in job status and quality" In developing this concept, Meyer and Allen drew largely on Mowday, Porter, and Steers's (2006) concept of commitment, which in turn drew on earlier work by Kanter (1968).

Mercurio (2015) stated that..."affective commitment was found to be an enduring, demonstrably indispensable, and central characteristic of organizational commitment".

Continuance Commitment

Continuance commitment is the "need" component or the gains versus losses of working in an organization. "Side bets", or investments, are the gains and losses that may occur should an individual stay or leave an organization. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership (cf. Becker's 1960 "side bet theory"). Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership. But an individual doesn't see the positive costs as enough to stay with an organization they must also take into account the availability of alternatives (such as another organization), disrupt personal relationships, and other "side bets" that would be incurred from leaving their organization. The problem with this is that these "side bets" don't occur at once but that they "accumulate with age and tenure".

Normative Commitment

The individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to". But generally if an individual invest a great deal they will receive "advanced rewards". Normative commitment is higher in organizations that value loyalty and systematically communicate the fact to employees with rewards, incentives and other strategies. Normative commitment in employees is also high where employees regularly see visible examples of the employer being committed to employee well-being. An employee with greater organizational commitment has a greater chance of contributing to organizational success and will also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover and increases the organization's ability to recruit and retain talent. Meyer and Allen based their research in this area more on theoretical evidence rather than empirical, which may explain the lack of depth in this section of their study compared to the others. They drew off Wiener's (2005) research for this commitment component.

Empirical Review

Altaf, Yousaf, Tahir, & Bagram (2013) investigated job satisfaction and employee's participation in government sector organization of Pakistan. This study is conduct to find the relationship between participative management and job satisfaction in government organization. Survey questionnaire used to get data. For interpret relationship used multiple regression and correlation. The finding of this study is that there is positive relationship between participative management and job satisfaction. This study suggests that there is need to change traditional hierarchical structure of government organization to participative management and this relation is successful in presence of attractive pay package. Heryanto (2012) examined job satisfaction and organizational citizenship behavior. This study is designed to measure the two dimensions of organizational citizenship behaviour and to examine how

these organizational citizenship behaviours are related to the two facets of job satisfaction (intrinsic and extrinsic). To achieve the research objectives, the survey method is employed. Findings of this study reveal that both extrinsic and intrinsic job satisfaction are very important in predicting citizenship behaviour. Implications and limitations of the study are discussed along with suggestions for future research. Chiboiwa, Chipunza & Samuel (2011) conducted Evaluation of job satisfaction and organizational citizenship behaviour: Case study of selected organizations in Zimbabwe The purpose of the study was to evaluate job satisfaction and Organizational Citizenship Behaviour (OCB) amongst selected organizations in Zimbabwe. The research was aimed at achieving the following objectives: determine job satisfaction levels of employees in the selected organizations; determine the extent to which employees in these organizations engaged in OCB; analyze the correlation between job satisfaction and OCB and recommend job satisfaction measures that can be used by these organizations to enhance OCB. The study adopted the quantitative research design. Questionnaires were administered to 1,202 employees from 5 selected hospitality firms in Aba. Employees in the organizations surveyed experienced intrinsic job satisfaction more than extrinsic job satisfaction. Furthermore, employees in these organizations engaged more in altruism than other dimensions of OCB. Substantive correlation between job satisfaction and OCB was also found.

Material and Methods

This study employed survey research design. It was used to answer questions that were raised, to solve problems posed or observed, to assess needs and set goals, to determine whether or not specific objectives have been met. A target population could consist of persons, objects or events. The population of this study comprised of two hundred and fifty (250) staff. In drawing the sample size of the study, the formula of Yamane (1979) of known population was used to determine the sample size thus:

$$S = \frac{N}{1 + N(e)^2}$$

Where;

S = sample size
N = finite populatione
= tolerable error

Substituting;

$$S = \frac{N}{1 + N(e)^2}$$

Where;

N = 250
e = 0.05 (5%)

Therefore,

$$S = \frac{250}{1 + 250(e)^2}$$

$$= \frac{250}{1 + 250(0.0025)}$$

$$= \frac{250}{1 + 0.625}$$

$$\frac{250}{1.625} = 153.8 \approx 154$$

A combination of secondary and primary sources of data was adopted in this study. Primary source of data principally was extracted from the questionnaire, oral interview and observation. The data collected from the field survey was presented and analyzed in tablesand simple percentage format. Also, the Chi-square statistical tool was used in testing the research hypothesis.

Results

The study portrays impact of job satisfaction on employees' productivity. In hypothesis one, it was revealed that job satisfaction has a significant impact on employees' productivity. The finding conforms to the works of Spector (1997) who averted that improved job satisfaction enhances employee's performance thereby resulting in increased productivity. In hypothesis two, it was revealed that job safety and security has a significant impact on employees' productivity. The finding revealed that employees' job safety and security affect productivity through their impacts on employee's attitude to work. In hypothesis three, it was shown that promotion affected employees' productivity. This finding showed that a good working condition contributes to employees' productivity.

The major findings of the study include:

1. There is a significant impact of job satisfaction on employees' productivity in hospitality firms.
2. There is a significant impact of Job safety and security on employees' productivity in hospitality firms.
3. There is a significant impact of promotion on employees' productivity in hospitality firms.

Conclusion

The study portrays impact of job satisfaction on employees' productivity. The study showed that there is a significant impact of job satisfaction on employees' productivity. Job safety and security had a significant impact on employees' productivity. The result revealed that there is a significant impact of promotion on employees' productivity. Job satisfaction is concerned with the factors that influence people to behave in certain ways. All organizations are concerned with what should be done to achieve sustained high levels of performance through people. Job satisfaction is described as goal-directed behaviour, people are motivated when they expect that a course of action is likely to lead to the commitment of a goal and a valued reward-one that satisfies their needs.

Recommendations

The following recommendations are made:

1. Management should set up effective strategies that will lead to goals and objectives ofthe organization.
2. Management should improve on job safety and security so that it will enhance high

level of productivity.

3. Good working conditions should be implemented in order to improve workers performance.

4. Regular welfare packages should be encouraged so as to enhance organizational commitment.

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