

Affective Commitment and Employee Job Satisfaction of Supermarkets in Port Harcourt, Nigeria

John Nasiru Abubakar and Gbosidom Lenagbora Barine

Department of Management, Faculty of Management Sciences, Rivers State University, Nkpulu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

Abstract: *This study investigated the relationship between affective commitment and employee job satisfaction of supermarkets in Port Harcourt, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population of the study was one hundred and fifty-six (156) employees drawn from 10 selected supermarkets. A sample of one hundred and twelve (112) respondents was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Empirical findings revealed that affective commitment positively and significantly influences employee job satisfaction of supermarkets in Port Harcourt, Nigeria. The study recommends that management of supermarkets in conjunction with the owners should ensure that there is periodic review of employee needs to facilitate improvement in quality of work life and rise in the satisfaction level of employee in supermarkets.*

Keywords: *Affective Commitment, Job Satisfaction, Affective Job Satisfaction, Cognitive Job Satisfaction*

© 2023. John Nasiru Abubakar and Gbosidom Lenagbora Barine. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 4.0 Unported License <http://creativecommons.org/licenses/by-nc/4.0>, permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

INTRODUCTION

According to Shafiq and Naseem (2011), a poorly designed reward package provided by an organization may result to employee job dissatisfaction and low motivation and morale. Thus, the unsatisfactory environment frequently results in decreased productivity which will then disrupt the level of performance and employee morale (Quible, 2005). In relation, inferior quality of psychological factor of people may affect lower productivity in completing a task. Comparably,

unsettled state of employee psychological readiness may result in lower productivity, higher absenteeism, and tardiness. Hence, no matter how good is the physical environment of the workstation provided by an organization, employees still cannot deliver the best effort if there exists a feeling of unhappiness.

In stressing the importance of employees in any organization, the opinion that today when most business organizations including supermarkets are passionate about total quality management (TQM) in order to stay ahead of competition, very few organizations realize that their most precious assets are their employees. It is very surprising that most organizations cannot have efficient human resource management units that can function so well as to satisfy their employees with enabling working environment such as working tools, employer/employee relationship management, acceptable working conditions among others, and such has contributed in serious employees' exit or turnover. Employees' job satisfaction is an important factor in any work setup. It may probably affect productivity directly or indirectly through employees' burnout, absenteeism, apathy and turnover, all of which can lead to lack of work continuity. When this happens without a firm grip of the crises and its solution, organization crashes.

Employees should be made to be satisfied with their job so that the organizational turnover rate should be reduced and cost on manpower selection and training should be reduced also. Organizational commitment in recent years has become an important concept in the field of organizational research and in the understanding of employees' behavior in workplace. It reflects the extent to which employees identify with an organization and are committed to its goal. There is no gain saying that no organization in today's competitive world can perform at peak levels unless each employee is committed to organization's objectives and works as effective team members. In explaining the significance of organizational commitment, Meyer and Allen, (1991) cited in Dorgham, (2012) developed a three-component model of commitment which dominates organizational commitment research this model propose that organizational commitment is experienced by the employee as three simultaneous mindset encompassing affective, normative, and continuance organizational commitment. Therefore the present study will examine the consequences of affective commitment on employee job satisfaction of supermarkets in Port Harcourt.

This study was also be guided by the following research questions:

1. To what extent does affective commitment relate with employee affective job satisfaction of supermarkets in Port-Harcourt?
2. To what extent does affective commitment relate with employee cognitive job satisfaction of supermarkets in Port-Harcourt.

LITERATURE REVIEW

Theoretical Framework

Affective Event Theory

According to Thompson and Phua (2001) the affective event theory was developed by Psychologist Howard M. Weiss and Russell Cropanzano to explain how emotions and moods influence job satisfaction. The theory explains the linkages between employee's internal influences - cognitions, emotions, mental states and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, Van Dick, Fisher, West & Dawson, 2006). The theory further proposes that affective work behaviours are explained by employee mood and emotions, while cognitive-based behaviours are the best predictors of job satisfaction. In addition, the affective events theory emphasized that positive-inducing and negative-inducing emotional incidents at work are distinguishable and have a significant psychological impact upon workers job satisfaction. This resulted in lasting internal and external affective reactions exhibited through job performance, job satisfaction and organizational commitment. Rolland and De Fruyt (2003) research findings on personality in support of affective events theory shows that there are a number of factors that influence the theory.

Affective Commitment (AC)

According to Meyer & Allen (1991) affective commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madiet *al*, 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment.

Also, Meyer and Herscovitch (2001) argued that the primary basis for the development of affective commitment is personal involvement, identification with the relevant target, and value congruence (Meyer, *et' al*, 2004). As a result of the above view of Meyer and Herscovitch (2001), which states that when there is a high level of affective commitment, employees will be willing to remain in that organization, otherwise the reverse will be displayed. It has also been seen in the view of Bal, *et'al*, (2014) that affective commitment reflects an emotional attachment and involvement in the organization. But earlier, Alien and Meyer (1991) defined affective component as an emotional attachment to the organization via identification, involvement and enjoyed membership. It has also been said that affective commitment shows commitment that depends on emotional ties the employee develops with the organization through work experiences that are positioned. The 'work experience relates to the boss-driven development as a dimension in management development.

Concept of Job Satisfaction

It is a general understanding that job satisfaction is an attitude towards job. In other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. A pleasurable or positive emotional state resulting from the appraisal of one's job and job experience. Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important. Job satisfaction is also defined as reintegration of affect produced by individual's perception of fulfilment of his needs in relation to his work and the surrounding it (Saiyaden, 1993). Organ and Hammer (1991) pointed out that job satisfaction represents a complex assemblage of cognition, emotion and tendencies.

Brief and Weiss (2002) suggested that employee reports of affect at work can be used to measure job satisfaction and that affective experiences while on the job are also a cause of job satisfaction. In other words, employee job satisfaction is the affective state of employees regarding multiple facets of their jobs (Brown & Peterson, 1993). Job satisfaction comprises employee feelings regarding multiple aspects of the job. There is also a cognitive component to job satisfaction (Organ & Near, 1985). This cognitive component is made up of judgments and beliefs about the job whereas the affective component comprises feelings and emotions associated with the job. Job satisfaction is also believed to be dispositional in nature. This dispositional viewpoint assumes that measuring personal characteristics can aid in the prediction of job satisfaction (Staw & Ross, 1985).

Measures of Job Satisfaction

Affective Job Satisfaction

One of the increases or key indicators of employee job satisfaction is affective. The affective component of attitudes accounts for the feelings or emotions employee associate with their jobs or attitude object as well as the valence of those feelings (Bagozzi, 1978). Positive affective (PA) reflects the extent to which a person feels enthusiastic, active, and alert. (Watson, Clark, & Tellegen, 1988). It is sometimes described as enjoying life and feeling fully engaged (Weiss & Cropanzo, 1996). High PA individuals tend to be extroverted, outgoing, and energetic (Yik & Russell, 2001). Not surprisingly, these individuals also display more social behavior (Watson et al., 1988) as PA has been linked to extroversion (Watson et al., 1988). Individuals high in PA also tend to be more satisfied with work and life in general as well as being sensitive to the frequency of rewards, suggesting they may orient towards the positive aspects of life (Watson et al., 1988).

Cognitive Satisfaction

Cognitive is a major indicator or sub-variable of employee job satisfaction. While affective is an important part of job satisfaction, cognitions play a significant role as well. Cognitions are often characterized as the content of thoughts or beliefs about an attitude object or statement of fact in question, usually in comparison to a standard or expectation (Bagozzi, 1978; Weiss, 2002b; Weiss & Cropanzano, 1996). For example, if an employee expects a certain level of autonomy in the way he/she works and is being micromanaged, the discrepancy between expected and

perceived autonomy may lead to thoughts of dissatisfaction. They may be thought of as the rational, calculating part of attitudes that rely on unemotional comparisons (Hulin & Judge, 2003). What do we know about cognitive is that it helps to develop attitudes as a function of assessable information (Salancik & Pfeffer, 1978). Salient (easily accessible) information has the biggest influence in decision-making (Salancik & Pfeffer, 1978), which may minimize the role of cognition, as it tends to be slightly less accessible than affect (Zajonc, 1980).

Relationship between Organizational Commitment and Job Satisfaction

Studies have shown that the consequences of organizational commitment and job satisfaction include absenteeism, tardiness and turnover (Mowday, Porter & Steers, 1982; Lambert and Hogan, 2009). Employees with low commitment levels and who are dissatisfied with their jobs are expected to report high turnover rates, absenteeism and poor job performance. Employee turnover is costly to organizations, in terms of recruitment and selection costs, training of new employees, loss of the performance and expertise of skilled employees, and difficulty in attracting new employees if the reasons for the departure of former employees are such as to make others unwilling to work for the organization (Lambert and Hogan, 2009).

As a result, the organization incurs the indirect costs of turnover which include increased use of inexperienced and/or tired staff, insufficient staffing resulting in decreased quality of services provided, decreased morale and loss of recruiting, training and socialisation investments. On the other hand, employee turnover can also provide positive changes in the organization through the creation of promotion opportunities, re-organization and restructuring of reporting lines and decision-making, and the infusion of new people with new ideas (Al-Omari, Qablan and Khasawneh, 2008).

Studies have found that organizational commitment and job satisfaction are inversely related to turnover intentions (Mowday *et al.*, 1979; Igbaria and Guimaraes, 1999; Meyer and Herscovitch, 2001). Employees, who are highly committed to their organizations and identify with the goals of the organization, have little reason to want to leave. Similarly, employees who have rewarding, meaningful and enjoyable jobs are less likely to quit as compared to employees who dislike their jobs. Mathieu and Zajac (1990) found that attitudinal commitment had a stronger negative correlation with intentions to leave than with calculative commitment. Karsh, Bookse and Sainfort (2005) found that turnover intentions had strong negative correlations with organizational identification, intrinsic job satisfaction and extrinsic job satisfaction. Igbaria and Guimaraes (1999) reported that employees who have insufficient information to perform their jobs adequately, unclear expectations of peers, ambiguity of performance evaluation methods, extensive job pressures and lack of consensus on job functions or duties among peers, supervisors and customers, may feel less satisfied with their jobs, less committed to the organization and have a high propensity to quit their organizations.

From the foregoing therefore, the study hypothesized thus:

H₀₁: There is no significant relationship between affective commitment and employee affective job satisfaction of supermarkets in Port-Harcourt.

H₀₂: There is no significant relationship between affective commitment and employee normative job satisfaction of supermarkets in Port-Harcourt.

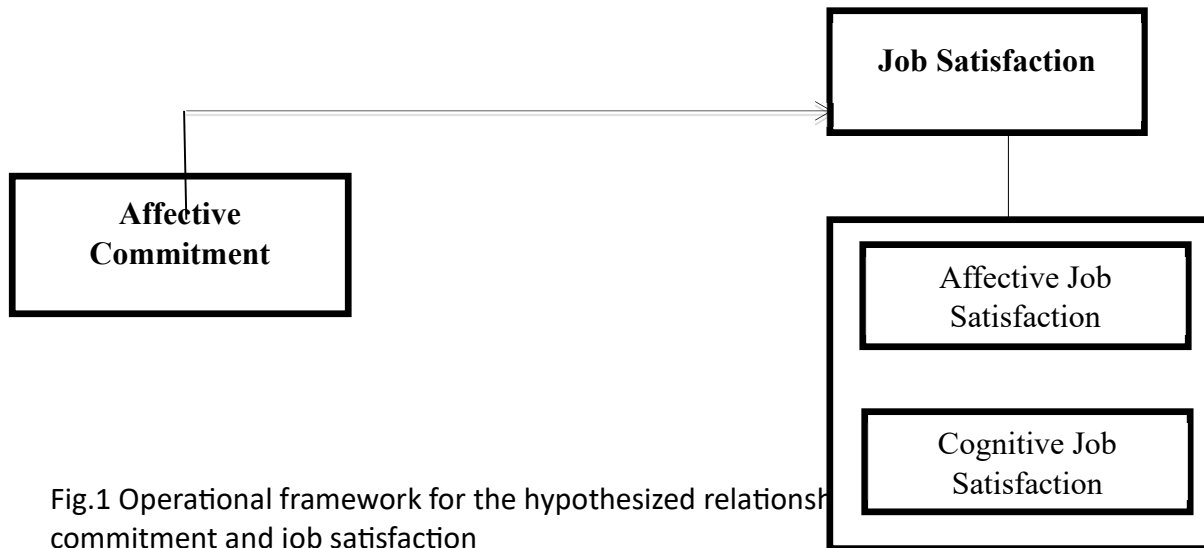


Fig.1 Operational framework for the hypothesized relationship between commitment and job satisfaction

Source: Desk Research (2023)

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population of the study was one hundred and fifty-six (156) employees drawn from 10 selected supermarkets. A sample of one hundred and twelve (112) respondents was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The reliability is shown below:

Table 1: Reliability Scores

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Affective Commitment	4	102	0.887
2.	Employee Affective Job Satisfaction	4	102	0.871
3	Employee Normative Job Satisfaction	4	102	0.893
4.	Organizational Culture	4	102	0.861

Source: SPSS Output (2023)

RESULTS AND INTERPRETATIONS

Data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence level. A level of significance 0.05 is adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 2: Correlations for Affective Commitment and the Measures of Employee Job Satisfaction.

			Affective Commitment	Affective Job Satisfaction	Normative Job Satisfaction
Spearman's rho	Affective Commitment	Correlation Coefficient	1.000	.955**	.910**
		Sig. (2-tailed)	.	.000	.000
		N	102	102	102
	Affective Job Satisfaction	Correlation Coefficient	.955**	1.000	.856**
		Sig. (2-tailed)	.000	.	.000
		N	102	102	102
	Normative Job Satisfaction	Correlation Coefficient	.910**	.856**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	102	102	102

** . Correlation is significant at the 0.01 level (2-tailed).

Ho₁: There is no significant relationship between affective commitment and affective job satisfaction in employees of supermarkets in Port Harcourt.

Table 2 shows a Spearman's correlation coefficient (rho) of 0.955 which indicates a positive very strong relationship between affective commitment and affective job satisfaction. Similarly displayed in Table 2 is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is $(0.000) < (0.05)$ level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between affective commitment and affective job satisfaction in employees of supermarkets in Port Harcourt.

Ho₂: There is no significant relationship between affective commitment and normative job satisfaction in employees of supermarkets in Port Harcourt.

Table 2 shows a Spearman's correlation coefficient (rho) of 0.910 which indicates a positive very strong relationship between affective commitment and normative job satisfaction. Similarly displayed in Table 2 is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is $(0.000) < (0.05)$ level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between affective commitment and normative job satisfaction in employees of supermarkets in Port Harcourt.

DISCUSSION OF FINDINGS

The findings revealed there is a significant positive relationship between affective commitment and each of the measures of employee job satisfaction. Therefore, this suggests that a significant and positive relationship exists between Affective commitment and affective job satisfaction and normative job satisfaction. Hence, the null hypotheses were hereby rejected. This implies that when organization gets committed to its employee emotionally it brings about a sense of satisfaction within the place of work to the employee. This finding deviates from the results obtained in Bookse and Sainfort (2005) found that turnover intentions had strong negative correlations with organizational identification, intrinsic job satisfaction and extrinsic job satisfaction. However, it did show that an organizational commitment can lead to better employee job satisfaction.

In their study, Patrick and Sonia (2012) explored the measures of employee job satisfaction and their correlation with affective commitment. Job satisfaction can be measured through various factors such as pay, promotion opportunities, job security, supervisor support, and work-life balance. These factors are essential in determining an employee's level of contentment and happiness with their job. Affective commitment, on the other hand, refers to an employee's emotional attachment and loyalty towards their organization. The study reveals a strong positive correlation between job satisfaction and affective commitment. When employees are satisfied with their jobs, they are more likely to develop a sense of commitment and dedication towards their organization. This correlation is important for organizations to understand, as it highlights the significance of creating a positive work environment and implementing strategies to enhance employee satisfaction. By recognizing and addressing the factors that contribute to job satisfaction, companies can foster a sense of commitment and loyalty among their employees, leading to increased productivity and overall organizational success (Patrick & Sonia, 2012).

CONCLUSION AND RECOMMENDATION

The importance of employees in any organization is of the opinion that today when most business organizations including supermarkets are passionate about total quality management in order to stay ahead of competition; very few organizations realize that their most precious assets are their employees. The need for affective commitment in achieving job satisfaction is very obvious. The study concludes that a significant positive relationship exists between affective commitment and job satisfaction.

Therefore, the study recommends that management of supermarkets in conjunction with the owners should ensure that there is periodic review of employee needs to facilitate improvement in quality of work life and rise in the satisfaction level of employee in supermarkets. This should require adopting affective and normative job satisfaction concepts into comprehensive efforts to improve the commitment of the management.

REFERENCES

- Al-Omari, A. A., Qablan, A. M., & Khasawneh, S. M. (2008). Faculty Members' Intentions to Stay in Jordanian Public Universities. *International Journal of Applied Educational Studies*, 1(1).
- Bagozzi, R. P. (1978). The construct validity of the affective, behavioral, and cognitive components of attitude by analysis of covariance structures. *Multivariate Behavior Research*, 13, 9–31.

- Bal, P. M., de Jong, S. B., Jansen, P. G. W., & Bakker, A. B. (2012). Motivating employees to work beyond retirement: A multi-level study of the role of ideals and unit climate. *Journal of Management Studies*, 49, 306–331
- Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual review of psychology*, 53(1), 279-307.
- Brown, S. P., & Peterson, R. A. (1993). Antecedents and consequences of salesperson job satisfaction: Meta-analysis and assessment of causal effects. *Journal of marketing research*, 30(1), 63-77.
- Hulin, C. L., & Judge, T. A. (2003). Job attitudes. In W.C. Borman, R. Klimoski, and D. Ilgen (Eds.), *Handbook of psychology: Industrial and organizational psychology*. (Vol. 12, p. 255-276). New York: Jon Wiley & Sons, Inc
- Igbaria, M., & Guimaraes, T. (1999). Exploring differences in employee turnover intentions and its determinants among telecommuters and non-telecommuters. *Journal of management information systems*, 16(1), 147-164.
- Karsh, B., Booske, B. C., & Sainfort, F. (2005). Job and organizational determinants of nursing home employee commitment, job satisfaction and intent to turnover. *Ergonomics*, 48(10), 1260-1281.
- Lambert, E., & Hogan, N. (2009). The importance of job satisfaction and organizational commitment in shaping turnover intent: A test of a causal model. *Criminal Justice Review*, 34(1), 96-118.
- Madi, M., Hamilton, A., Squirrell, D., Mioulet, V., Evans, P., Lee, M., and King, D. P., (2012). Rapid detection of foot-and-mouth disease virus using a field-portable nucleic acid extraction and real-time PCR amplification platform. *Veterinary Journal*, 5(3), 193, 67–72.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin*, 108(2), 171.
- Meyer, J. P. & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11(3), 299-326.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61–89.
- Mowday, R.T., Porter, L.W, & Steers, R.M. (1982). *Employee organization linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.
- Organ, D. W. & Hammer W. C. (1991). *Organizational Behavior: An Applied Psychological Approach* Business Publications : Texas
- Organ, D. W., & Near, J. P. (1985). Cognition vs affect in measures of job satisfaction. *International Journal of Psychology*, 20(2), 241-253.
- Patrick, H. A., & Sonia, J. (2012). Job Satisfaction and Affective Commitment. *IUP Journal of Organizational Behavior*, 11(1).

- Quibble, Z. K., (2005). *Administrative Office Management: An Introduction*. Pearson Education International, 8th Edition, Oklahoma State University.
- Roland, J.P., & De-frut,F. (2003). The validity of personality dimensions and maladaptive traits to predict negative affects at work: A six month prospective study sample. *European Journal of Personality*, 17, 5101 – 5121.
- Rowden, R. W. (2002). The relationship between workplace learning and job satisfaction in US small to midsize businesses. *Human Resource Development Quarterly*, 13(4), 407-425
- Saiyaden, M. A. (1993). *Human Resource Management*, New Delhi, McGraw-Hill
- Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative science quarterly*, 224-253.
- Shafiq, M. M., & Naseem, M. A. (2011). Association between Reward and Employee motivation: A case study Banking Sector of Pakistan. *Available at SSRN 1857663*.
- Staw, B. M., & Ross, J. (1985). Stability in the midst of change: A dispositional approach to job attitudes. *Journal of Applied psychology*, 70(3), 469.
- Thomson, E. R., & Phua, F.T.T. (2012). A brief index of affective job satisfaction. *Organization Management*, 37(3), 275-307.
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of Positive and Negative Affect: The PANAS scales. *Journal of Personality and Social Psychology*, 54, 1063–1070
- Weggae, J., Van Dick, R., fisher, G. K., West, M. A., & Dawson, J. F. (2006). A test of basic assumptions of affective event theory in call centre work. *British Journal of Management Behaviour*, 21(2), 123.
- Weiss, H. M. (2002b). Deconstructing job satisfaction: Separating evaluation, beliefs, and affective experiences. *Human Resources Management Review*, 12, 173-194.
- Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes, and consequences of affective experiences at work. *Research in Organizational Behavior*, 18, 1-74.
- Yik, M. S. M., & Russell, J. A. (2001). Predicting the big two of affect from the big five of personality. *Journal of Research in Personality*, 35, 247-277.
- Zajonc, R. B. (1980). Feeling and thinking: Preferences need no inferences. *American Psychologist*, 35(2), 151.