

**RELATIONSHIP BETWEEN ORGANIZATIONAL
COMMITMENT, JOB SATISFACTION AND JOB
PERFORMANCE AMONG OFFICERS OF NIGERIA
POLICE FORCE (NPF) IN MAKURDI METROPOLIS**

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Abstract

This study investigated the relationship between organizational commitment, job satisfaction and job performance among officers of Nigeria Police Force (NPF) in Makurdi metropolis. Three research questions and hypotheses each guided the study. The study had a cross-sectional survey design. It utilized organizational commitment scale, Minnesota job satisfaction scale and job performance scale to collect data for the study. 209 participants were sampled among the officers of the NPF in Makurdi metropolis using convenience sampling technique; 179 (85.8%) are males and 30 (14.4%) are females with age range from 19-54 years. Multiple regression was used for data analysis using Statistical Package for Social Science (SPSS). For the research questions, 2.50 was used as the criterion mean. Any item that attains a response mean score of 2.50 and above was not rejected, else, it was rejected. The hypotheses were tested at 0.05 level of significance. Findings indicated that there is no significant relationship between organizational commitment and job performance among officers of NPF in the study area ($p = -.194$, $t = -1.642$; $P > 0.05$). Findings also revealed that job satisfaction and job performance has no significant relationship among officers of NPF in the study area ($p = .114$, $t = .967$; $P > 0.05$). Again, there is no joint significant relationship between organizational commitment, job satisfaction and job performance among officers of NPF in the study area ($R.123$, $R^2=.015$, $F(2,199) = 1.525$; $P>0.05$). It was recommended that the police organisation should not bother itself with whether its staff are satisfied or not, provided it achieves its maximal performance level.

Keywords: *Organizational commitment, job satisfaction, job performance, Police Officer, Nigeria Police Force.*

Introduction

Over the years, researchers have been interested in the influence of organizational commitment on employee's behavior. There has been the notion that organizational commitment as well as job satisfaction could have a positive influence on employees' performance. The success of an organization always depends on the participation and job performance of their employees. Employees are the most important resources of each organization. Hence, how they feel about the work and the results from it have a direct impact on the organization's performance and ultimately its stability (Milliman, Fergusan & Czaplewski, 2008). Job performance is the behavior of employees at work that are consistent with and contributes to organizational goals (Jex & Thomas, 2008). Employees' positive characteristics and feelings toward the work they performed lead to job satisfaction. In the field of organizational behavior, studies of bonds with the organization, especially those of commitment, have been given special attention due to their role in enabling a broader knowledge of the relationship between workers and their organizations (Leite, Rodrigues & Albuquerque, 2014).

According to Meyer and Heocovitch (2001), organizational commitment is a force that binds an individual to a target entity, and as such, can be direct toward multiple constituencies within the work place. Organizational commitment is an important part of an employee's psychological state because employees who experience high organizational commitment are theorized to engage in behaviours such as citizenship activities and high performance that are believed to be beneficial to the organization (Mathur & Salunke, 2013).

Rego and Pinae (2008) posited that, organizational commitment is a psychological status which defines the relationship between employees and the organization and decrease the probability of leaving the organization by him or her. Miller and Lee (2001) also explain that organizational commitment is mostly

characterized by the employees' willingness to give their best to the organization. Indeed, organizational commitment focuses on satisfaction of employees' needs through mutual action with the organization. For instance, when an employee finds that the manager or the organization has not satisfied his/her expectation about the work or job opportunities, his/her commitment and job satisfaction are fallen severely and thus organizational performance will be decreased (Kaggar & Munene, 2007). Employee performance at the work place has attracted the attention of many researchers during the past decade.

According to Bertham and Pervut (2002), job satisfaction is the pleasurable emotional state resulting from the perception of one's job as fulfilling or allowing the fulfillment of one's virtues, provided these virtues are compatible with one's needs; these are important determinants of jobs satisfaction. For Bashir and Gani (2019), job satisfaction occupies a central role in many theories and models of individual attitudes and behaviors.

Job satisfaction is influenced by many factors and each employee's job satisfaction is totally different from one another. Some of the factors that influence attitude and job satisfaction among employees in organization are the working environment, chance of promotions, increment, management and co-workers. Job satisfaction trends can affect labor market behavior and influence work productivity. It is also considered as a strong predictor of intentions or decisions of employees to leave a job or improve performance, as well as a good predictor of overall individual wellbeing.

In any organization, performance is very important to determine the progress of an organization to know whether the organization is progressing or retrogressing or aiming at achieving the organizational goals. An organization may achieve high level of job performance if only knowledge of organizational commitment and jobs satisfaction of their employees is taken into

considerations. Individuals have high expectation at work from their organization; they want to grow and seek opportunities to realize their potentials. However, if the organizations do not create room for those potentials to manifest and response is frustrated, thus, dissatisfied as a result of poor organizational commitment and job dissatisfactions and therefore tend to influence their level of performance.

Employee's performance on the job is often described as a function of workers mental ability, motivation and role of clarity. These elements of performance are in turn often determined by individual characteristics, the designs of job, and organizational policy. The characteristics of an individual such as personality quality of a person with regard to the design of the job, which jobs are to be planned in a proper manner, the policy of an organization has to correspond with the organizational environment and situations or conditions, the supervisor who controls all other elements of performance is very necessary to be considered in any organizational settings.

Organizational culture influenced a variety of organizational and individual outcomes including productivity, performance, commitment and self-confidence (Maswani, Rahmat, 2019). According to Meyer and Allen (1997), individuals who have strong effective commitment remain in the organization because they feel they want to, some with a stronger normative commitment remain because they need to. These fundamental components related to the definition of organizational commitment have been found in literature very frequently such as: affective, continuance and normative (Allen & Meyer, 1996; Karrassch, 2003; Greenberg, 2005; Turner & Challaduarai, 2005).

Affective commitment: This is psychological attachment to organization. It refers to “a positive affection toward the organization reflected in a desire to see the organization succeed in its goals and a feeling of pride at being part of the

organization” (Cohen, 2013).

Continuance commitment: Costs associated with leaving the organization, it refers to an individual's awareness of the costs of leaving the organization (Meyer et al., 1993). Because of the perceived loss of losing organizational membership both economic and social cost, the employees commit to the organization because he/she 'has to'.

Normative commitment: The individual commits to the organization because of feeling of obligation. For example, the organization may have invested resources in training an employee who then feels a moral obligation to stay with the organization to repay the debt. The employee in this case, stays committed to the organization because he/she 'ought to'.

With the increased complexity of police role and the movement towards neighbourhood policing in Nigeria, the nature of police work and police organization has been criticized by the public. Performance in the police sector continues to deteriorate with regards to crime prevention, detection, control and law enforcement. Every day, criminal activities are experienced due to poor security system. Lack of organizational commitment and job dissatisfaction is today suspected to have impacted seriously on work quality of the Nigeria Police Force (NPF). The incidence has become crucial and attracts concerns from enlightened management in organizational practice.

In Nigerian workplace, the public and private organizations seem to have failed in their responsibilities in respect of productions, service delivery and promotion of organizational harmony. The society has been inundated with millions of complaints from consumers of both public and private sector service delivery; millions of potential customers of public service have almost lost hope of redeeming the spate of impending organizational failure. There is a general hue and cry about poor service deliver, declining industrial efficient and negative job attitudes

such as bribery and corruption, lateness to work, dereliction of duties, eye-service, sabotage, hoboism and divided attention at the expense of official work. The incidence of this seeming organizational failure has assumed a central role, calling for the attention of researchers. These bring about the birth of this research into the relationship between organizational commitment, job satisfaction and job performance among officers of NPF in Makurdi metropolis.

This study is anchored on the Herzberg's two-factor theory of job satisfaction, also referred to as the motivator-hygiene theory (1966). This theory assumes that every living human being has two types of needs – motivator and hygiene needs. Motivator needs include intrinsic factors such as achievement, recognition, the work itself, possibility of growth or advancement, and responsibility, the presence which will lead to job satisfaction; while the hygiene factors incorporate such extrinsic factors as company policies, job surety, pay supervision, and work environment, which fulfillment needs for not produce a state of satisfaction, but rather a state of neutrality. In any case, Herzberg's two-factors had generated a lot of controversy over the years. Hence, Herzberg (1966) holds the view that the opposite of job satisfaction is not job dissatisfaction, but rather, no job satisfaction; and that opposite of job dissatisfaction is not satisfaction, but no job dissatisfaction. That is to say, the motivator and hygiene factors are said to be related to both satisfying and dissatisfying situations.

In relating this classical theory to the Nigeria Police work ethics, Okpara (2005) states that even though Herzberg believed that satisfiers are related to success in the job, recognition of that success, responsibility, among others, he queries whether police are actually doing the work they are trained to do, or in which they have the skills. Hence, we often observe police officer with less potential for success and with poor performance record being promoted up and above a hard and conscious police worker just because the latter has no 'god-father'. It

would therefore, appear that 'god-fatherism' is more in tune with Nigeria's value orientation than the reality of Herzberg's two-factor theory. Furthermore, it was Herzberg's postulation that salary increase can be a demotivator if the increase is not tied to success or improved performance. On this, Okpara notes that ours is a reverse of this logic. Hence, salaries here in Nigeria Police Force are routinely increased, and a worker gets his increases as long as he completes certain number of years in the organization. However, some other times salaries are increased after protracted national strikes by labour unions or staff unions.

Purpose of the Study

The aim of this study is to explore the relationship between organizations commitment, job satisfaction and job performance among officers of NPF in Makurdi metropolis. Specific objectives included to:

- i. Find out the relationship between organizational commitment and Job performance among officers of NPF in Makurdi metropolis.
- ii. Determine the relationship between job satisfaction and job performance among officers of NPF in Makurdi metropolis.
- iii. Examine the joint relationship between organizational commitment, job satisfaction and job performance among officers of NPF in Makurdi metropolis.

Research Questions

- I. What is the relationship between organizational commitment and job performance among officers of NPF in Makurdi metropolis?
- ii. What is the relationship between job satisfaction and job performance among officers of NPF in Makurdi metropolis?
- iii. Is there any joint relationship between organizational commitment, job satisfaction and job performance among officers of NPF in metropolis?

Hypotheses

- i. There is no significant relationship between organizational commitment and job performance among officers of Nigeria Police Force (NPF), Makurdi metropolis.
- ii. There is no significant relationship between job satisfaction and job performance among officers of NPF, Makurdi metropolis.
- iii. There is no joint significant relationship between organizational commitment, job satisfaction and job performance among officers of NPF, Makurdi metropolis.

Research Method

The study adopts the cross-sectional survey design which involves finding of representatives' sample and making inference for the purpose of describing systematically a situation or an area of interest factually and accurately. This fits into the picture of the research study which focused on investigating the relationship between organizational commitment, job satisfaction and job performance among officers of NPF in Makurdi metropolis, because it allows the researcher to collect data using questionnaires and make generalisations from a sample to a population.

The officers of the NPF in Makurdi metropolis constitute the population of the study. A total number of two hundred and nine (209) Officers of various ranks/cadres out of five hundred (500) estimated number of police officers within Makurdi metropolis is selected as the sample of the study. The participants of the study consist of 179 (85.6%) males and 30 (14.4%) females, with the age range from 19-54 years.

The NPF in Makurdi houses Zone 4 Headquarters, the Benue Command Headquarters and several Divisions which include; Division 'A' located at Wadata, between New Garage and Wadata Market, Division 'B' located at Idye, near Zone 4 Zonal Headquarters, Division 'C' located at

North Bank, Division 'D' located along Naka Road, Opposite NUJ, Ankpa Ward, and Division 'E' located at Akpehe, between Wurukum Market and Makurdi International Market, each with Several Police Stations and Police Posts.

The study used non-probability convenience or accidental sampling technique to secure participants for the study. It is a sampling method through which the researcher chooses any sampling units that are available or conveniently within his reach and which can be used for his research focus or purpose without the intricacy that is usually involved in the usage of the other sampling methods (Ajila, 2012). For the current officers of the NPF in four Divisions (A, B, C and E) in Makurdi metropolis that were available and showed their willingness and interest in participating in the study were considered and included accordingly. The choice of these Divisions was that they cover most regions of the study area.

The research instruments used to collect relevant primary data for this study was validated questionnaires. The questionnaire was divided into four (4) parts (Sections A-D).

The questionnaires were administered on individual basis in offices, counter, employee's parks and canteens and halls. Each participant received questionnaire, including informed consent letter and instructions for the survey. They were asked to complete the documents followed by the instructions, confidentiality was strictly maintained and the data collected was only used for this study. No specific time limit was allocated for the completion of questionnaire, however, 20-30 minutes was allowed for each participant before collection.

A total of 211 questionnaires were distributed out of which 209 were duly completed and returned which were analyzed. Descriptive statistics was used to analyze socio-demographic variables of the respondents. For the research questions, 2.50 was used as the criterion mean. Any item that attains a response mean score of 2.50 and

above was not rejected, else, it was rejected. The hypotheses were tested at 0.05 level of significance. Inferential statistics involved the use of multiple regression to analyze the stated hypotheses.

Results

The answered research questions and tested hypotheses were analyzed and the results presented on Tables.

Table 1: Cluster Mean and Standard Deviation in Organizational Commitment, Job Satisfaction and Job Performance of Police Officers

Research Questions	Mean	SD	Remark
Q1	2.40	1.05	Rejected
Q2	2.42	1.03	Rejected
Q3	2.44	1.01	Rejected

Table 1 answered all the three questions in the study. The results indicated that each of the mean scores of 2.40, 2.42 and 2.44 for research questions 1, 2 and 3 respectively was less than the criterion mean of 2.50. This means that, organizational commitment has no significant relationship with job performance among police officers in Makurdi metropolis. Finding further

revealed that there is no significant relationship between job satisfaction and job performance among police officers in Makurdi metropolis. Likewise, there is no significant joint relationship between organizational commitment, job satisfaction and job performance among police officers in Makurdi metropolis.

Table 2: Summary of Multiple Regression Analysis with Independent and Joint Relationship Between Organizational Commitment, Job Satisfaction and Job Performance among Officers

Variables	R	R ²	F	β	t	P
Constant	.123	.015	1.525		12.944	.000
Organisational Commitment				-.194	-1.642	.102
Job Satisfaction				.114	.967	.335

Table 1 shows that organizational commitment has no independent significant relationship with job performance among officers of NPF in Makurdi metropolis ($\beta = -.194$, $t = -1.642$; $P > 0.05$). Finding further shows that job satisfaction has no significant relationship with job performance among officers of NPF in Makurdi metropolis ($\beta = .114$, $t = .967$; $P > 0.05$). Similarly, there is no joint significant relationship between organizational commitment, job satisfaction

and job performance among officers of NPF in Makurdi metropolis ($R = .123$, $R^2 = .015$, $F(2, 199) = 1.525$; $P > 0.05$). Therefore, hypotheses 1, 2, and 3 were confirmed, and hereby refused to be rejected.

Discussion of Findings

Finding of this study shows that organizational commitment has no statistical significant relationship with job performance among officers of NPF in Makurdi

metropolis. This result contradicts the results of the findings conducted by Suki and Suki (2011) which revealed that there is a number of significant relationship between organizational commitment and job performance.

Finding also revealed that, job satisfaction has no statistical significant relationship with job performance among officers of NPF in Makurdi metropolis. Therefore, this hypothesis is also confirmed; hence, it is not rejected. The finding of this hypothesis is similar to the findings of Jinyevu (2013) who revealed that there is a significant weak correlation between job satisfaction and job performance.

Result of the study further revealed that, there is no joint statistical significant relationship between organizational commitment, job satisfaction and job performance among officers of NPF in Makurdi metropolis. Therefore, the hypothesis is not rejected.

Conclusion

This research work has attained its objectives and contributes to the understanding of organizational commitment, job satisfaction and job performance relationship among officers of Nigeria Police Force (NPF), in Makurdi metropolis. The results do not reject any of the hypotheses of the study. This indicates that:

- i. There is no significant relationship between organizational commitment and job performance among officers of NPF in Makurdi metropolis.
- ii. There is no significant relationship between job satisfaction and job performance among officers of NPF in Makurdi metropolis.
- iii. There is no joint significant relationship between organizational commitment, job satisfaction and job performance among officers of NPF in Makurdi metropolis.

Recommendations

Based on the results of the current study, the following recommendations were

made:

- i. That whether the NPF organization is committed to their employees or not, it could attain its objective of job performance from among officers of NPF in Makurdi metropolis. Hence, it could face other vital issues of organizational objective rather than ensuring commitment to their staff.
- ii. That the organization should not bother itself with whether its staff are satisfied or not, provided it achieves its maximal performance level.
- iii. The NPF organization may make it a choice to satisfy or be committed to her employees in Makurdi metropolis, as performance could be assured.
- iv. The NPF in Makurdi metropolis may engage in programmes goading at developing its staff's mental abilities, as that could also enhance performance.

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