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Identification of Determinants of Organizational Commitment and Employee Job Satisfaction

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Abstract

The focus of this paper is on the identification of determinants of organizational commitment and employee job satisfaction. It is viewed as one of the basic concepts describing the relationship between an employee and an organization. In this paper determinants of organizational commitment, factors conditioning development of three organizational commitment components and various variables responsible for employee satisfaction is been discussed. These variables are: Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities in the organization. Other factors discussed which give satisfaction to employees include: promotion and career development, equitable rewards and supportive colleagues; also discussed are the various ways by which one can improve employee satisfaction. The main objective of this study is to discuss the above mentioned variables and examine the major determinants of organizational commitment and employee job satisfaction and highlight the factors that can enhance employee's job satisfaction. This paper adopts the exploratory and content methods

analysis of various relevant literatures to review the concepts of organizational commitment and employee job satisfaction. The paper recommends that Organizational managers should try their best to evaluate why employees leave or what kindles their dissatisfaction.

Key Words: Commitment Components, Job Satisfaction, Organizational Commitment

Introduction

In Nigeria today, workplace is enveloped by the fear of downsizing, trouncing of job security, vast change in technology, and the stress of having to do extra with less established variety of caring, feisty workplace that will ignite worker commitment. Based on the backdrop, it seems pertinent to know and comprehend more about the organizational commitment. According to Mowday, Porter, and Steers (1982) “a strong aspiration to remain as a member of a particular company, a readiness to exert high-levels of effort on behalf of the organization, and a distinct belief in, and acceptance of the values and goals of the company means organizational commitment.”

Researchers in the areas of organizational behaviour and Human Resource Management treat satisfaction and commitment as different attitudes. They refer to organizational commitment as the degree to which a worker identifies with an organization and its objectives and wishes to sustain affiliation in the organization (Robbin, Judge, & Sanghi, 2008). In the light of the new environment that includes downsizing; telecommunity, merger and acquisition, globalizations and diversity, organizational commitment have resurfaced as a very important topic of the study (Luthans, 2008).

Organizational commitment is one of the basic concepts unfolding the relationship between an employee and an organization. The concepts, work commitment and job satisfaction have been the leading research subjects for over the years. The great interest in the construct of organizational commitment is as a result of its role in individuals' functioning in the organization. Thus, Meyer and Allen (1997), posit that all dimensions of commitment concern a relationship between an individual and an organization and an individual's desire to remain in the organization or to abandon it, however, the strength of each dimension is conditioned by diverse factors. Additionally, they developed three distinguishing commitment components or Model of organizational commitment to include: affective, continuance, and normative commitment. These concepts are discussed in this paper.

Employee satisfaction is the expressions 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. Basically Employee satisfaction is a measure of how happy workers are with their job and working environment.

According to Allen and Wilburn, (2002) “employee satisfaction influenced employee productivity, absenteeism and retention, and the success of any organization is directly link to the satisfaction of the employees who embody that organization, and that retaining talented people is critical to the success of any organization.” While satisfied employees are not necessarily loyal or loyal ones always satisfied, it cannot be denied that job satisfaction fuels loyalty. After all its been rightly said that, the more satisfied an employee is regarding his or her working conditions, the more likely is he or she to develop a psychological attachment or commitment to the organization (Sageer, Rafat & Agarwal 2012).

In this paper various variables responsible for employee satisfaction is been discussed. These variables are: Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities in the organization. Other factors which give satisfaction to employees include: promotion and career development are also been discussed. This paper also discussed the various ways by which one can improve employee satisfaction.

As the success of an organization may depend on how its employees get committed to it, understanding which factors determine commitment development and what keeps it on the same level seems to be particularly important. The main objective of this study is to discuss the above mentioned variables and examine the major determinants of organizational commitment and employee job satisfaction and highlight the factors that can enhance employee’s job satisfaction.

For effective coverage of the above objective, this paper adopts the exploratory and content methods analysis of various relevant literatures to review the concepts of organizational commitment and employee job satisfaction to identify the main determinants of the concepts and the factors necessary to enhance job satisfaction.

Literature Review

Concept of Organizational Commitment

Organizational commitment is a concept that has to do with the level of commitment and loyalty that workforce demonstrates to employers. As part of this concept, determining the level of task that employees feel toward an employer is

important. The fundamental idea is that if an employee is truly committed to the objectives and plans of the organization, he or she will manifest that commitment in terms of individual work ethic, the support of organizational goals and generally be dedicated to the enduring success of the employer's business.

There are several different levels that may be present in various combinations within the scope of organizational commitment. One has to do with the level of emotional attachment that a worker feels to the organization. Occasionally referred to as affective commitment, this constituent of organizational commitment seeks to determine the affirmative feelings that the member of staff feels for the business and its functions in general. This type of commitment can come in handy when the business undergoes a hectic period, since staff with sturdy emotional attachments is likely to continue with the organization and seek to develop and implement solutions that move the company back into a more enviable position.

Along with affected commitment, continuance commitment is also an important element of organizational commitment. The focus here is on how stoutly employees see value in continuing to stay with the company. This entails identifying the benefits that are enjoyed as the consequence of employment. The encouragement to stay may have to do with wages or salary, benefits such as an attractive pension plan, intangible such as friendships that are developed within the culture of the organization. Diverse combinations of these incentives have a tendency to induce employees to remain with the company, at least awaiting opportunities with greater incentives to be presented.

The third constituent in the theory of organizational commitment is normative commitment. In this setting, factors such as the loyalty employees feel are based on a sagacity of obligation or gratefulness for the role of the company in the lives of workers. For instance, a worker may feel commitment because the business helped to supply funds for obtaining a level, or feel a strong affection or gratefulness since the employer provided a job during a period in which the person was in dire need of a source of earning a living. In this circumstance, the employee considers commitment to remain with the business, at least long enough for the organization to obtain some sort of return on its investment in the employee (www.wisegeek.com).

Organizational commitment is defined as a sturdy desire to remain a member of a particular organization; a readiness to exert high levels of exertion on behalf of the company and a definite belief in, and recognition of the values and goals of the company (Mowday, et al, 1982). Additionally, this is an attitude reflecting employees' fidelity to their business and is a continuing course of action through which organizational participants articulate their anxiety for the organization and its

continuous achievement and well-being. Luthans (2008) states that ‘organizational commitment is the extent to which an employee identifies with an organization and its purpose and desires to sustain relationship in the organization. From the above mentioned definitions, organizational commitment has been elucidated in the following meaning; namely: (a) Permanence (b) Preference, (c) Identification and (d) Performance. These definitions postulated below can be thought of as attitudinal or behavioural classification using one or more of the above meanings.

Permanence: According to Becker (1960) a person can be said to be committed “when the person pursues a constant line of activity in a sequence of diverse situations”. Industrial sociologists concerned with commitment to the industrial approach of life and factory employment have thought of commitment in this sense. Myer (1998) posited that committed workforce can be said to have developed when worker, no longer look on their industrial employment as temporary. Lambert (1963) used “the intention to remain in factory employment’ as an index of commitment to factory employment.” He insists that organizational commitment consist of a tough desire to sustain organizational membership as one of the three features characterizing organizational commitment.

Preference: The second concept signifies that the organizational commitment entails preference for one’s organization more than others. Sheldon (1971) has used the level to which one positively evaluates one’s organization as an indicator of such preference. Gupta (1982) used index that measures one’s preference of existing employing organization over others as indicators of organizational commitment. Such preference arises owing to one evaluating one’s organization as better than comparable organizations. This is due to positive evaluation.

Identification: A worker is said to be committed when he accepts and internalizes the purpose and values of the organization. According to Morris (1960) “commitment involves both performance and acceptance of the behaviour appropriate to the industrial way of life.” Though this definition’s focus is on commitment to the industrial way of life, it can be linked to commitment to the organization. “Linking the identity of the individual to an organization” and sturdily believing in and accommodating the organizations objectives and values have been expressed as the meaning of organizational commitment (Sheldon 1971).

Performance: Morris, (1960) used organizational commitment’ to indicate ‘performance’. His definitions consider performance appropriate to the industrial way of life. Kanter (1968) considers organizational commitment to imply the readiness of social actors to offer their energy and loyalty to the organization. Sheldon’s, description include the intention to work towards organizational goals as an aspect of organizational

commitment (Sheldon, 1971). Porter, et al (1974) incorporate “a willingness to exert significant effect on behalf of the organization as one of the characteristics of organizational commitment”

Collectively, organizational commitment is about assessing what motivates employees to continue with employers. Taking the moment to comprehend the nature of these motivators and to what extent they exist within a particular company can often help businesses curtail the amount of employee turnover by providing insight into how to make changes in the corporate culture that allow those employees to feel invested in the business. The organization benefits from saving a great deal of money on new employee training, to fill key positions that could open in the future, and benefits from the group experience that only comes with long-time employees

Organizational Commitment in Meyer and Allen’s Three-Component Model

The model proposed by Meyer and Allen is the most frequently analysed model and its authors are said to have had the greatest contribution to the development to multi-dimensional approach to organizational commitment (Wołowska, 2013). It integrates two principal approaches to commitment. The first one, linked with Porter and collaborators’ works (Porter, et al 1974) described organizational commitment as an attitude and the strength of an individual’s involvement and identification with a particular organization. The second one, based on Becker’s proposition (1960) treated commitment as the tendency to stay within the organization due to perceived costs of abandoning it.

The initial theoretical proposition of Meyer and Allen (1984) consist in distinguishing two commitment components: affective and continuance. Further, the model was extended by a third component – normative commitment (Allen & Meyer, 1990).

The affective element means emotional commitment of an employee to the organization and recognition with it. The workers with strong affective commitment continue their employment in the organization since they want to do so. The choice of the notion – affective commitment was conditioned by a belief that all factors involved in the development of this component are accompanied by strong positive feeling, and this is probably the most essential aspect of this form of commitment. Meyer and Herscovitz (2001) however, unlike other researchers, do not treat it only as an affective state of a person but they believe that it is an important cognitive element of this form of commitment (e.g. the belief that what you do is somehow important).

Continuance component is the consciousness of costs attach with abandoning the organization. Workers whose fundamental attachment through the organization is based on the continuance component stay within it as they need to do so. Normative commitment element is the sense of moral duty to stay in the organization. Those with high level of normative commitment believe that they should do so. Thus, commitment is the strength which connects an individual to an itinerary of action. This force is experienced as a state of mind which can take different forms: desire perceived cost or the duty to maintain the course of action. These states of mind are reflected by well-known mechanism underlying the theory of commitment. The influence of each of these states can be measured and it may all together reflect an individual's 'commitment profile' (Meyer & Herscovitz, 2001).

Factors Conditioning Development of Three Organizational Commitment Components

According to Meyer and Allen (1997), "all dimensions of commitment relate to a relationship between a person and a company and the person's desire to stay in the organization or to abandon it, though, the vigour of each element is conditioned by diverse factors." The main process which guides the improvement of affective commitment is the worker's satisfaction which has its source in satisfying personal desires, meeting opportunities as well as achieving individual objectives through the intercession of the company. This experiencing of exacting contentment also may be related to the sense of support acknowledged, the sense of organizational integrity as well as the feeling of workplace meaningfulness and personal involvement to the organization performance. Thus, work environment which supports its employees, treats them well and positively appraises their results, contributes to their stronger sense of self-esteem.

Continuance commitment may develop as a consequence of an action or episode which enhances the costs connected with ditch the organization (under the situation that in employees' observation these costs will have to be incurred by themselves). In the three element model of organizational commitment, Meyer and Allen (1991) describe these actions and events as investments and substitute. Investments can be treated as "individual sacrifice" attach with abandoning the company. The workforce may invest in the business in a variety of ways, such as costs connected by way of moving their families to a place of present employment or devoting time to obtain particular organizational skills. Alternatives, on the other hand, can be explained as "limited possibilities" of finding another work. Tough continuance commitment will expand in these employees who trust that they have little of such possibilities.

The Factors affecting workers' sensitivity of alternative possibilities of employment are: information on labour market and universal economic climate, the employee's assessment of own skills, the effects of previous attempts of job search and the degree to which family factors limit their capacity to vary their place of abode. The investments and alternatives stated above affect the development of continuance organizational commitment merely when the employee is conscious both of their occurrence and their consequences.

The Normative organizational commitment develops on earlier socialization knowledge as well as on the influence the individual is subject to as a newly employed individual in the organization throughout the socialization process. Knowledge of Socialization, both from an individual's early childhood stage and the one obtained in the workplace; include a lot of variety of information connected with the importance of fastidious attitudes and conduct. Composite conditioning and modelling processes teach individuals and present them with knowledge on what is precious, what their family, culture or organization expect from them. In the case of normative commitment, the belief that it is appropriate to be loyal towards single company becomes internalized. In the view of Meyer and Allen, (1991) this element of commitment could also extend on the basis of a unique type of investment undertaken by the organization specifically for the use by its employees; the investments that the workers perceive as complex to revisit These may include, for example, payment of tuition fees or hiring security services for the employee's relations. In such a situation, norms acquired by the employee connected with reciprocation of commitment may possibly generate the condition of a lack of equilibrium amid the commitment of both parties. Due to established sense of duty towards the organization, employees decrease their sagacity of the lack of mutual obligations balance. Normative commitment may also increase on the basis of 'a psychological contract' between an employee and an organization which is defined by Rousseau as an unwritten set of prospect operating all the time between all members of the organization (Rousseau, 1990). Additional factors connected amid normative commitment may be cultural differences in the array of their dominating values. Cultures which accentuate the importance of group values and more extended relatives between a worker and an employer will add value to a stronger development of normative commitment than customs in which dominating distinctive values give more possibilities of employment.

Determinants of Organizational Commitment

Conceptually, organizational commitment has certain causes and effects. The antecedents of organizational commitment can be generally classified as variable related to the organization and those related to the person. Organizational commitment

has several consequences to the organization as well as to the employees. Different studies have discovered several antecedents and consequences of organizational commitment. In this study the focus is laid on the determinants of organizational commitment. Thus the following two sets of variables identified by Stevens, Beyer & Trice (1978) to be the determinants of organizational commitment are discussed in this study as follow: (1) Organizational and (2) Personal

Organizational Variables: This study focuses attention on discovering the relationship between organizational commitment and organization related variables. The identified organization related variables include.

- a. Task identity, job challenges, feedback, task autonomy, job involvement and skill variety.
- b. Organizational structure characteristics like size span of control, centralization, formalization and functional dependence
- c. Role conflict, role ambiguity, role overload, role stress, and power
- d. Interpersonal variables like team work and group attitudes. Organizational climate characteristics such as decision making, communication, leadership, motivation and goal setting
- e. Organizational process like participation in decision making and rewards (Stevens et al, 1978)

Personal Variables: There exists the relationship between personal variables and commitment to the employing organization. Adequate person related variables have been established to be related to organizational commitment. Three frameworks have been used in studying the relationship of organizational commitment with the personal variables. They are investment, exchange and value notions (Morris, 1981)

Investments notion denotes that the greater the stake one has in an organization the greater one is likely to be committed to the organization. Investments will produce commitment to the organization, regardless of other features of the person's relationship to the organization. Variables which have been studied under the investment notion are age, tenure, education, marital status, number of dependants and gender (Porter et al 1974, Steers 1977, Cohen 1992).

The exchange notion states that the greater the level to which one's expectations are met, the stronger is likely to be the one's organizational commitment. The expectations include the need for achievement and personal importance (Steers, 1977).

The value notion suggests that those with high work ethics tend to express high moral commitment. Work values and professionalism have been studied under this notion. It also shows the destination made between moral and calculative commitment, (Cohen, 1992)

Other personal related variables are

1. Demographic variables such as age, sex, marital status and professional educational (if any).
2. Career variables like the selection, total number of years of employment, tenure in the organization, number of years of working in the present position, promotion, number of organizations employed before joining the present company and management level of one's current position in the hierarchy.

Additionally, there are many other factors that may influence employees' commitment to their organization. Here are some of the important ones:

Job characteristic: Organizational commitment tends to be high amid the employees whose jobs are highly enriched. In view of the fact that these job characteristics are present in abundance in self-employed job, it is therefore not surprised to find that the intensity of organizational commitment are quite higher among self-employed people than those who are employed by organizations.

Job rewards: Organizational Commitment is influenced much by the type of reward that employees receive from the organization. Research studies have shown that the employee's loyalty to their organization is enhanced by the use of profit sharing arrangement like employee stock option plan.

Availability of alternative job opportunities: Expectedly, the greater possibilities for finding substitute job, tends the employees to be less devoted to the organization and vice versa.

Personal characteristics of employees: It is found that the employees who have elongated tenure with organization have larger organizational commitment than those with shorter stay with the organization. The reason is not complex to inquire about. It is one recognized fact that the longer one works in an organization the more one is prone to have invested in it.

The Concept of Job Satisfaction

Job satisfaction is one of the most extensively researched concepts in organizational psychology and most recently in human resources management; yet most workers are never satisfied with their jobs and the rewards accruing from the Job. Hence,

this paper focuses on the investigation of determinates of job satisfaction for increase productivity.

The expression job satisfaction was brought to lime light by Hoppock (1935). The term job satisfaction is a combination of two words, 'job' and 'satisfaction'. The words job, work, occupation and position have liberally been used interchangeably, whereas 'satisfaction' is related to the fulfilment of needs. Thus job satisfaction may be a resultant feeling of satisfaction which the employee realizes or gains from his job and what he anticipates from it to satisfy his/her desires. According to Hoppock (1935) job satisfactions is a mixture of psychological, Physiological and environmental factors that makes a person to acknowledge, "I am contented with my job". It has also been defined as the last part of feeling." It is a significant dimension of moral and not moral itself.

There are three important dimensions/proportions to job satisfaction discussed in this paper. These are: (i) Job satisfaction being an emotional response to a job that cannot be seen. As such, it can only be inferred. (ii) Job satisfaction is often determined by how satisfactorily results meet or exceed one's expectations. (iii) Job satisfaction represents an employee's attitude towards five explicit dimensions of the work; that is pay, the work itself, promotion opportunities, supervision, and co-workers.

Further, job satisfaction has been a very fertile topic for the organizational commitment researchers. As such, there has been an amazing volume of a continuous research on job satisfaction. Sageer et al (2012) have identified numerous factors that make employees satisfied or dissatisfied with jobs, and these factors fall into two broad variables: (a) those relating to the organization and (b) those relating to the personal characteristics of the employees.

Those relating to organizational determinants are: Pay, Work itself, Quality of Supervision, Working conditions. Those relating to the personal/ Individual Determinants of the employees are: Age, Gender, Status and Seniority, and Marital status. Thus, the concept of job satisfaction is a comparison with one covering attitudes of employees towards various job factors.

Employee satisfaction is the terminology used to describe whether employees are happy, contended 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. Employee satisfaction is the combination of affective reactions to the differential perceptions of what the employee wants to receive compared with he/she actually receives (Susan M. Heath field, About.Com). According to Moyes, Shao and Newsome (2008) the employee

satisfaction may be described as how pleased an employee is with his or her position of employment. 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 perception and expectations men/women work to satisfy their needs and being aspired or extent their work- life to fulfil 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.

Determinants of Employee Job Satisfaction

Rousseau (1978) identified three components of employee satisfaction: they are characteristics of the organization, job task factors, and personal characteristics. In contrast, Sageer et al (2012) posit that the determinants of employee job satisfaction can be classified in two broad categories namely: (i) Organizational Variables (ii) Personal Variables. These variables postulated by Sageer et al (2012) are discussed in detail in this paper as follows:

1. Organizational Variables

The organizational determinants of employee satisfaction play a very important role. The employees spend major part of their time in organization so there are number of organizational variables that determine employee satisfaction of the employees. The employee satisfaction in the organization can be improved by organizing and managing the organizational variables or organizational factors. The following variables come in this category:

(a) Organizational Development

Organizational development is an ongoing, methodical process to implement effective change in an organization. Its objective is to enable the organization adopt better and fast-changing external environment of new markets, regulations, and technologies. It starts with a cautious strategic analysis of the present position and future requirements. In other words, Organizational development is the process through which an organization develops the internal capacity to most efficiently and effectively provide its mission work and to sustain itself over the long term. This definition highlights the explicit relationship between organizational development work and the achievement of organizational mission. This paper

recognizes the following points under this group: (i) Brand of organization in business field and their comparison with leading competitors. (ii) Potential development of the organization.

(b) Policies of Compensation and Benefit

This is one of the most essential variables for employee satisfaction. Compensation can be described as the quantity of reward that workers anticipate from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it when comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining reasonable and equitable rewards. This study recognizes the following points under this group: (i) Wage and salary. (ii) Reward and penalties.

(c) Promotion and Career Development

Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunity for promotion determines the degree of satisfaction to the employee. This paper recognizes the following points under this group: (i) Opportunity for promotion. (ii) Equal opportunity to grow despite being male or female (iii) Training program. (iv) Opportunity for use skills and abilities.

(d) Job Satisfaction

Job satisfaction is the favourableness or unfavourableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioural elements- such as autonomy, task identity, task significance and feedback contribute to employee's satisfaction. The following points are vital under this group: (i) Job design (ii) Task identity (iii) Recognition (iv) Responsibility (v) Empowerment (vi) Quantity of task. (vii) Difficult level of task

(e) Job Security

Job security is an employee's assurance or confidence that they will keep their current job. Employees with a high level of job security have a low probability of losing their job in the near future. Certain professions or employment prospect inherently have better job security than others; job security is also affected by a worker's performance, success of the business and the current economic environment. This paper recognizes the following points under this group: (i) Facility of transfer (ii) Accessible / reasonable target (iii) leaves

(f) Working Environment & Condition

Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees. This paper recognizes the following points under this group: (i) Feeling safe and comfort in working environment (ii) Tools and equipment (iii) Working methods (iv) Security guards and parking facility (v) Well ventilated with good light fans and air- conditioning (vi) Neat and clean office place, rest area and washrooms.

(g) Relationship with Supervisor

A good working relationship with your supervisor is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding. This paper recognizes the following points under this group: (i) Relationship with immediate supervisor (ii) Communication between employees and superior (iii) Management (iv) Treatment to employee.

(h) Work Group

There is a natural desire of human beings to interact with others and so existence of group in organization is a common observable fact. This characteristic result in formation of work group at the work place. Isolated workers dislike their job. The work groups make use of a remarkable influence on the satisfaction of employees. This paper recognizes the following points under this group: (i) Relationship with the group members (ii) Group dynamics (iii) Group cohesiveness (iv) Need for affiliation.

(i) Leadership Styles

The satisfaction level on the job can be determined by the leadership style. Employee satisfaction is greatly enhanced by democratic style of leadership. It is because democratic leaders promote friendship, respect and warmth relationship among the employees. On contrary, employees working under authoritarian and dictatorial leaders express low level of employee satisfaction. This paper recognizes the following points under this group: (a) Prefer democratic style of leadership (b) Friendship, respect and warmth relationship.

(j) Other Factors

There are some other important variables which affect the level of employee satisfaction in organization. This paper recognizes the following points under this group: (i) Group outgoing (feel like a part of family), Encouragement and feedback (ii) Use of internet and other technology for doing job, (iii) Mentally challenging work, (iv) Equitable rewards and (v) supportive colleagues.

(2) Personal Variables

The personal determinants also help a lot in maintaining the motivation and personal factors of the Employees to work effectively and efficiently. Employee satisfaction can be related to psychological factors and so numbers of personal variables determine the employee satisfaction. According to Sageer et al (2012) these personal variables are discussed as follows:

(a) Personality

The personality of an individual can be determined by observing his individual psychological condition. The factors that determine the satisfaction of individual and his psychological conditions is perception, attitude and learning. The following points are relevant in this subhead: (i) Competencies and personality of employee are appropriate for job (ii) Perception, attitudes and learning of employee.

(b) Expectation

The anticipation level of employees affects their satisfaction level. If one receives more outcome than is expected, then he will be highly satisfied and vice-versa. The following points come under this category: Expectation of employee from the job.

(c) Age: Age can be described as remarkable determinants of employee satisfaction. It is because younger age employees possessing higher energy levels are likely to be having more employee satisfaction than older age employees. The following points come under this category: (i) Young employees possessing high energy level so feeling more satisfied. (ii) Old employees resist accommodating new techniques

(d) Education

Education plays a significant determinant of employee satisfaction as it provides an opportunity for developing one's personality. Education develops and improvises individual wisdom and evaluation process. The highly knowledgeable employees can comprehend the situation and evaluate it positively as they possess perseverance, rationality and thinking power. (a) Highly educated employees possess shrewdness and thinking power (b) Education develops individual acumen and evaluation process.

(e) Gender Differences

The sex and race of the employee's plays significant determinants of employee satisfaction. Women, the fairer sex, are more likely to be satisfied than their counterpart even if they are employed in equivalent job. The following points come under this category: (i) in general women are more likely to be satisfied than men.

Factors that can Enhance Employee's Job Satisfaction

Employee attitudes naturally reflect the moral of the organization. In areas of client service and sales, happy employees are exceedingly important because they represent the organization to the public. Contentment, however, is not linked exclusively to compensation. Sure, a raise or benefits will probably improve employee contentment, at least momentarily, but small, inexpensive changes can have a long-term impact. While employees can't scrawny their lifestyle to improve happiness, employers can also make minute changes to the seven categories. A little bit of effort can lead to happy, efficient, and loyal employees.

Steps or things which organizations can do to increase employee satisfaction and loyalty thus increasing business" revenue and profit are discussed as follows (Sageer et al 2012):

1. **Clear, Concise and constant Communication:** In many organizations, worker doesn't know what is mission, vision, objects. Building a corporate culture that requires employees to be an integral part of the organization can be an effective way of getting the most from the talents or competencies brought to the organization by each employee. Organizations should keep employees informed on the company's position, growth made, issues/challenges, and how they directly contribute to the success of the business.
2. **Getting to Know Your Employees and Create a Team:** This can be prepared by the hiring right employee for right job and clearly defined and communicated employee expectations. Every organization should spend time to instil trust and accountability, lying out clear challenges, creates new advantage, and propels the business to greater success.
3. **Training and Other Enhancement Programs:** Provide necessary education, training and coaching that increases employees' skills and shows the employee that you are interested in their success and readiness for new responsibility.
4. **Empower Employees Across the Organization:** Step up suitable levels of new accountability across the company. Push appropriate decision- making and allow people close to the issue to make the call. Make sure your employee knows that you trust them to do their job to the best of their ability.
5. **Work Itself:** We can increase employee satisfaction by making job rotation, job enlargement like knowledge enlargement and task enlargement as well as job enrichment. Target should be accessible for employee.
6. **Fair Compensation and Benefits:** Policies of compensation and benefits are

most important part of organization. But you should build your policies at “suitability” not “the best”.

7. **Opportunity for Promotion and Career Development:** Develop programs to promote all titles in the organization and build programs for career development of each title. Organization should give opportunity to every employee for using their abilities, skills and creativeness.
8. **Monitor Performance and Reward for Contribution:** People naturally keep score. Utilize this as advantage to monitoring positive contribution and behaviour, rewarding as appropriate. Motivate others to reach new performance levels by knowing how they measure up to expectation. Managers should build the proper evaluation and fair and persuade employees to perform work.
9. **Provide Regular, Honest Feedback:** Don't wait for a crisis situation to give feedback. Instead, give regular constructive input into the employee's performance across a wide variety of issues, build loyalty, challenge to new levels of performance and keep it real.
10. **Build Corporate Culture:** This focuses on building proper communication channel, good and supportive relationship with co-workers and with supervisor. Employee satisfaction can be increased by demonstrating respect for everyone in the organization or company.
11. **Provide Best apparatus and Safe Working Condition:** Invest in workforce by ensuring that their tools and equipment don't keep them from being successful. Give them the very best tools to deliver the most excellent performance to the organization clients and the marketplace. Organizations should build occupational health and safety program.
12. **Use of Information Technology:** Creating a work environment in which employees are productive is crucial to enhance employee productivity, their satisfaction as well as profits for any organization, corporation or small business. There is no scarcity of information on ways to stimulate employees, but more and more companies are realizing that there is a strong correlation between flexibility in the workplace and employee satisfaction and productivity. The concept of telecommuting is certainly new in Nigerian organizations. With an Internet connected computer, employees can securely access centralized data, collaborate with remote team members and host interactive web meetings and presentations. The rise of cloud computing technology and Wi-Fi availability has enabled access to remote servers via a

combination of portable hardware and software. Telecommuting offers benefits to communities, employers, and employees.

Relationship between Job Satisfaction and Organizational Commitment

Literature has revealed a positive correlation between jobs satisfaction and organizational commitment (Mathieu & Zajac, 1990). Williams and Hazer (1986) found a direct link between job satisfaction and organizational commitment, whereby job satisfaction is an antecedent of organizational commitment. This thought process assumes that an employee's orientation toward a specific job precedes his or her orientation toward the whole organization.

Job satisfaction and organizational commitment have been shown to be positively related to performance (Benkhoff, 1997), and negatively related to turnover (Clugston, 2000; Mathieu & Zajac, 1990). The researches indicate a positive relationship between satisfaction and commitment (Aranya, Kushnir & Valency, 1986; Suma & Lesha 2013) and their relationship has an influence on performance and turnover intent (Benkhoff, 1997; Clugston, 2000; Mathieu & Zajac, 1990).

Job satisfaction is one of the attitudinal constructs that has been shown to be related to organizational commitment (Steers, 1977), but its treatment as an independent construct should be emphasized. A number of factors distinguish job satisfaction from organizational commitment. Mowday et al., (1979) argue that organizational commitment is "more global, reflecting a general affective response to the organization as a whole" while job satisfaction "reflects one's response either to one's job or to certain aspects of one's job". Thus organizational commitment focuses on attachment to the employing organization as a whole, including the organization's goals and values, while job satisfaction focuses on the specific task environment where an employee performs his or her duties. Organizational commitment is less influenced by daily events than job satisfaction; it develops more slowly but consistently over time, and therefore is seen to be a more complex and enduring construct (Mowday et al., 1979).

Furthermore, job satisfaction and organizational commitment do not necessarily occur simultaneously. For instance, it is possible that a member of staff may demonstrate high levels of job satisfaction without having a sense of attachment to, or obligation to remain in the organization. Similarly, a highly committed employee may dislike the job he/she is doing thereby exhibiting low levels of job satisfaction (McPhee & Townsend, 1992).

In most cases, research supports a positive association between commitment and satisfaction, the causal ordering between these two variables remains both controversial and contradictory (Martin & Bennett, 1996). Kalleberg and Mastekaasa (2001) found that previous research on the relationship between job satisfaction and organizational commitment has not shown any consistent and easily reconcilable findings. Accordingly, Lincoln and Kalleberg (1990), Porter et al. (1974), and Suma and Lesha (2013) maintain that a satisfaction-to-commitment model assumes that satisfaction is a cause of commitment. A second commitment-to-satisfaction model holds that commitment contributes to an overall positive attitude toward the job (Tett & Meyer, 1993).

Conclusion

Collectively, organizational commitment is about assessing what motivates employees to continue with employers. Taking the moment to comprehend the nature of these motivators and to what extent they exist within a particular company can often help businesses curtail the amount of employee turnover by providing insight into how to make changes in the corporate culture that allow those employees to feel invested in the business.

While satisfied employees are not necessarily loyal or loyal ones always satisfied, it cannot be denied that job satisfaction fuels loyalty and commitment. After all it's been rightly said that, the more satisfied an employee is regarding his or her working conditions, the more likely is he or she to develop a psychological attachment and commitment to the organization. According to Bhatti, K., & Qureshi, T. (2007) there is a strong link between employee satisfaction and customer satisfaction and between customer satisfaction and future revenue. Finally, the employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. So, every organization should develop strategies that strengthen the work environment and increase the employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, employee retention, customer satisfaction as well as customer retention.

Recommendations

Organizational managers should do their best to evaluate why employees leave or what kindles their dissatisfaction. Examine the root causes – where does the problem lie? Is it earnings or benefits? Does it have something to do with job quality or workplace support? Or is lack of appreciation or growth to blame. The onus is on the management to keep employees engaged and happy, so as to persuade them to stay. In fact, this is critical to organizational commitment and success.

For further study the paper recommends that researchers should examine the extent to which determinants of organizational commitment affect the determinants of employee job satisfaction in both private and public sector organizations using appropriate statistical and econometric tools to examine the various variables.

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