

# **JOB ANXIETY, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION: AN EMPIRICAL ASSESSMENT OF SUPERVISORS IN THE STATE OF ERITREA**

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## **Abstract**

In the present investigation, an attempt is made to find out the relationship between job anxiety, organizational commitment, age and work experience with job satisfaction. The sample consisted of 116 supervisors selected randomly from different service sectors in Eritrea. A set of tools containing job anxiety, organizational commitment, job satisfaction along with biographical data sheet were used to gather information. Pearson's product moment coefficient correlation was used to analyze the data. The findings of the present research revealed that (i) recognition and self-esteem facets of job anxiety were found to be significantly related to job satisfaction, (ii) facets of organizational commitment and over all organizational commitment was found to be significantly related to job satisfaction and (iii) age and experience showed significant correlation with job satisfaction. The study also suggested some mechanisms to be considered for maximizing the level of job satisfaction.

**Keywords:** Job Anxiety, Organizational Commitment, Job Satisfaction, Correlation, Age, Eritrea

## **Introduction**

Job anxiety, Organizational commitment and job satisfaction are the aspects of individual's behaviour shown while working in any kind of organization and these behaviours have received significant attention from behavioural and management scientists around all corners of the world. Various studies pointed out that committed and satisfied employees normally show high degree of productivity whereas job anxiety leads to deteriorate the performance of the employees and their productivity. In the State of Eritrea, very few researchers have taken initiative to explore the impact of attitudinal and behavioural aspects on job satisfaction.

This investigation is an initiative attempt to concentrate on the contemporary issues in the light of literature reviewed, and survey has been done by the investigator to examine the level of job anxiety, organizational commitment and job satisfaction among supervisors in the selected sectors in Asmara, Eritrea. It is a well known fact that the success or failure of an organization and the pursuit of quality to a large extent depend not only on how the organization makes use of most of the human potentialities/competencies, but also it is vital to know how it aspires to motivate personnel for organizational excellence. As far as job anxiety is concerned it is generally seen that individuals become psychologically anxious more frequently about their work to which they evolve a deep concern. Srivastava and Sinha (1983) stated that anxiety is employee's predisposition to emotional tension caused by his generalized feelings of vague fear, insecurity and apprehension in respect to one or several constituents of his job life. Hazari and Thakur (1970) made an effort to examine the relationship between manifest anxiety and intelligence and it was observed that the high and low anxious subjects did not differ significantly in their mean scores. The findings yielded inverse relationship of job anxiety with job satisfaction and organizational climate (Srivastava and Sinha, 1972; Sharma and Sharma, 1989) while positive relationship is observed with job involvement (Srivastava and Sinha, 1983). Managers/supervisors who were anxious and stressed were more likely to perceive the appraisal as unfair and inappropriate (Desai and Daftuar, 2000). Singh and Singh (1992) reported that managers who experienced high organizational role stress reported more environmental frustration, anger reactions, and job anxiety than managers of low stress. Parmar (2001) revealed that there was no direct relationship between core dimensions of the job and outcome variables, though the relationship was moderated by the job anxiety. Allam and Nasir (2007) found that bank managers and clerical staff did not differ significantly in terms of the degree of job anxiety.

Studies related to job satisfaction and organizational commitment and its integration to the literature have not been only a matter for international management science literature (Shore, Barksdale and Shore, 1995; Hunt and Morgan, 1994; Cohen, 1993; Randal, Fedor and Longenecker, 1990; Mowday, Steers and Porter, 1979) but also for national management science literature (Karatepe and Halici, 1998 and Cekmecelioglu, 2006). Rowden (2000) pointed out that greater commitment can result in enhanced feelings of belonging, efficacy, security, increased compensation, greater career advancement and increased intrinsic rewards for the individual. For the organization, the rewards of commitment means increased employee tenure, reduced training costs, limited turnover, greater job satisfaction, acceptance of organization's demands, and the meeting of organizational goals such as high quality (Mowday, Porter and Steers, 1982). Different researchers, depending on their backgrounds, have defined and measured organizational commitment differently. According to Mullins (1999), organizational commitment can be defined as an employee's level of identification and involvement in the organization. For Meyer and Allens (1997), organizational commitment is a psychological state that

characterizes the employee's relationship with the organization with its implications for the decision to continue membership in the organization. Mowday et al. (1982) explained organizational commitment to be a strong belief in an organization's goals, and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization. Demographic variables such as age, gender, marital status, education level and work experience are found to be significantly related to organizational commitment (Dodd-McCue and Wright, 1996; Mannheim, Baruch and Tal, 1997; Morrow, 1993).

The term job satisfaction was brought to limelight by Hoppock (1935). Job satisfaction implies the overall adjustment to work environment. Job satisfaction is a complex function of employee related variables. It is noted that an employee may be satisfied with one or more aspects of his/her job but at the same time may be dissatisfied with other aspects of the job. Job satisfaction is a function of the work one is engaged in, as well as of the people with whom one works. In terms of work, there are aspects such as feelings of achievement, a sense of independent thought and challenge, autonomy, feedback on quality of performance and completion, security, and prestige which contribute to job satisfaction (Neumann et al., 1988). In terms of people, satisfaction may be brought about by getting to know others, taking part in decision-making, forming cordial relationships with coworkers and helping others. According to Lease (1998), job satisfaction can be viewed as the degree of an employee's affective orientation toward the work role occupied in the organization. Fenech (2006) reported poor work conditions, low salaries, heavy workloads, unrealistic expectations from managers, low professional status, organizational conflict, and reduced autonomy to be the factors for job dissatisfaction. As we know, satisfied work force contributes a significant role in the development and transformation of organizations. Job satisfaction is a general attitude towards the job of an individual. The amount of satisfaction derived from one's present job is an indicator of one's satisfaction (Reddy and Rajasekharan, 1991). Working freedom, salary and fringe benefits are the major factors contributing towards job satisfaction but dissatisfied with the workload and the reforms (Okerlund, Jackson and Parsons, 1994; Fenech, 2006). There was a positive relationship between age and job satisfaction (Birdi, et al., 1995; Chiu, 2002; Allam and Reddy, 2007) whereas other investigators found that age is not related with job satisfaction (Gupta, 1980; Porwal, 1980). Marital status positively influenced the job satisfaction (Okolo and Eddy, 1994; Nasir et al. 2004). The sex differences were observed and it was found that females were more satisfied than males (Borg and Falzon, 1989; Padmavathi, 1995; Nasir et al. 2004; Allam and Reddy, 2007). Ghazali et al. (2007) noted that employees were not satisfied with the level of their income, service structure and career prospects but satisfied with designation and working environment of the organization. Janus et al. (2008) conducted a study and pointed out that participation in decision making positively affected the level of job satisfaction. Other important factors were opportunities for continuing education, job security, extent of administrative work, collegial relationships, and access to

specialized technology. These are important predictors of overall job satisfaction. Several researchers have reported mixed findings on the relationship between job satisfaction and organizational commitment. For instance, Curry, Wakefield, Price and Mueller (1986) found no significant relationship between the two. However, other researchers found positive relationship (Mannheim; Baruch and Tal, 1997; Salami, 2008; Busch; Fallan and Pettersen, 1998; Freund, 2005). Many studies use different facets of job satisfaction to predict organizational commitment (Dienhart and Gregoire, 1993; Yousef, 1998). Recently Azeem (2010) suggested that job satisfaction was the significant predictor of organizational commitment.

### **Objectives of the Present Investigation**

The advent of fast technological changes and development in the world, public/ private sector would transform their performances by enhancing employee commitment, managing job anxiety and physiological, intellectual and psychological satisfaction. Various researches have been conducted on different sectors of employees throughout the world. Eritrea is a newly independent state that is considered as one of the poorest and under developed countries in African continent. It is almost untouched in investigations but it is gradually progressing in all the areas of service sectors. However, very few researches have been initiated by investigators by keeping the realm of Eritrean socio-economic and cultural issues. On examination of the literature on job anxiety, organizational commitment and job satisfaction, it appeared that there was a strong need for further research in different sectors related to the concerned variables. Hence, the present study was undertaken with the following objectives:

- To ascertain the relationships of the facets of job anxiety with job satisfaction.
- To determine the relationships of organizational commitment and dimension of organizational commitment with job satisfaction.
- To determine the relationships of age and work experience with job satisfaction.

### **Hypothesis**

Keeping the objectives of the present study in mind certain null hypotheses were formulated and each hypothesis was verified to draw conclusion on the basis of the results obtained. These hypotheses were as follows:

- H<sub>01</sub>. There is no significant relationship between various facets of job anxiety with job satisfaction.
- H<sub>02</sub>. There is no significant relationship between various facets of organizational commitment with job satisfaction.
- H<sub>03</sub>. There is no significant relationship between age and experience with job satisfaction.

## Method

**Sample** The respondents of the present study were 116 supervisors with a range of age and work experience of 21-59 years and 1-38 years respectively selected randomly from service sectors in Eritrea, North East Africa.

## Tools

- 1. Job Anxiety Scale** developed by Srivastava and Sinha (1974) was used to assess the level of job anxiety of the subjects. There are 80 items in this test with 'Yes' or 'No' response categories. The reliability of the test was established .85 and .81 by split-half and test-retest respectively. The validity of the test was 0.56 against the standard test of general anxiety.
- 2. Organizational Commitment** was measured by the scale developed by Shawkat and Ansari (2001). This scale is a seven point scale ranging from strongly agree to strongly disagree and consists of fifteen items with three dimensions. These dimensions are taken from Meyer and Allen (1991) framework of commitment. They are affective commitment, continuance commitment and normative commitment respectively. The total range of score is 15 to 105. Two of the items are negatively phrased and their scoring was done by reversing the scores. The higher the scores obtained by the subjects, the more the commitment of the subjects and vice-versa. Split- half reliability coefficient  $r = 0.80$  and congruent validity is 0.76.
- 3. Job Satisfaction Questionnaire** developed and standardized by Singh (1987) was used to measure the level of job satisfaction among employees. It is 20-item 5-point rating scale ranging from highly satisfied to highly dissatisfied with a score of 5 to 1. The reliability of test was established 0.96 by split-half method.
- 4. Biographical Information Sheet** Self made biographical information sheet was used to collect the information of subject's age and work experience.

## Data Analysis

Keeping in view the objectives of present study Pearson Correlation was preferred over the other statistical method to analyze the data to establish the relationship.

## Procedure

All devices were administered to 116 supervisors of banks. Each respondent was contacted personally and requested to fill up the questionnaires. They were assured of confidentiality in their responses. The respondents were allowed to take their own time to complete the questionnaires. The collected data were scored and

put to analyses by using Pearson Correlation to find out the relationship between variables studied.

### **Ethics**

The ethical considerations of research were taken into account while conducting the present study. First I received a supporting letter from the administrative office to conduct the study. Second, participants were given information by the investigator about the objectives of the study. They were also informed that participation was voluntary. Finally, they were assured of confidentiality in their responses and the research was only for academic purpose and findings would not be produced before higher authority.

### Results and Discussion

**Table: 1**

**Showing Relationship between Various Facets of Job Anxiety with Job Satisfaction of Supervisors (N=116)**

<b>S/No.</b>	<b>Variables</b>	<b>r – value</b>	<b>Level of significance</b>
1	Security	0.116	Not significant
2	Recognition	0.348	P <.01
3	Human Relation at Work	0.109	Not significant
4	Reward and Punishment	0.152	Not significant
5	Self-esteem	0.367	P <.01
6	Future Prospects	0.121	Not significant
7	Capacity to Work	0.101	Not significant
10	Overall Job Anxiety	0.113	Not significant

It appears from Table – 1 that out of seven facets of job anxiety only recognition and self-esteem were found significantly associated with job satisfaction ( $r = 0.348$ ,  $P < .01$  and  $r = 0.367$ ,  $P < .01$ ). The other facets of job anxiety such as security ( $r = 0.116$ ), human relation at work ( $r = 0.109$ ), reward and punishment ( $r = 0.152$ ), future prospects ( $r = 0.121$ ) and capacity to work ( $r = 0.101$ ) showed positive but not significant relationship with job satisfaction. Therefore the proposed null hypothesis ( $H_0$ ) has been partially accepted. The result might be interpreted to mean that supervisors felt sense of inferiority complex in the organization due to their low job designation; roles and recognition at the work place and they are trying to enhance their recognition and self-esteem by being satisfied in their job. The finding is supported by the earlier studies by Parmar (2001) that no relationship between these variable existed. Though recognition and self- esteem showed significant relationship with job satisfaction.

**Table: 2**  
**Correlation between Facets of Organizational Commitment and Job Satisfaction (N116)**

S.No	Variables	r – value	Level of significance
1	Affective Commitment	0.241	P <.05
2	Continuance Commitment	0.412	P <.01
3	Normative Commitment Work	0.234	P <.05
4	Overall Organizational Commitment	0.268	P <.05

It is apparent from Table 2 that overall organizational commitment was found statistically significant with job satisfaction ( $r = 0.268$ ,  $P < .05$ ). Organizational commitment factors such as affective commitment ( $r = 0.241$ ,  $P < .05$ ), continuance commitment ( $r = 0.412$ ,  $p < .01$ ) and normative commitment ( $r = 0.234$ ,  $p < .05$ ) were found to have significant relationship with job satisfaction of bank supervisors and hence, the null hypothesis ( $H_0$ ) was rejected. The results may be explained that supervisors having emotional attachment, identification, involvement, good interpersonal relationships, hope for pension benefits, promotion, career advancement, willing to work towards organizational goals and values, and feelings of sense of obligations might be associated with job satisfaction. The finding has been supported by studies of Rue and Byars (2005); Chen (2007); Liu and Norcio (2008); Azeem (2010); Natarajan (2011).

**Table: 3**  
**Correlation of Age and Experience with Job Satisfaction among Supervisors (N116)**

S/No	Variables	r – value	Level of significance
1	Age	0.276	.05
2	Work Experience	0.217	.05

It may be observed from Table – 3 that age was found to be statistically significant correlation with job satisfaction ( $r = 0.276$ ,  $P < .05$ ) of supervisors. The finding has been supported by studies of Lee and Wilbur (1985); Birdi, et al. (1995); Chiu (2002); Allam and Reddy (2007). Work experience showed significant correlation with job satisfaction ( $r = 0.217$ ,  $p < .05$ ).

As age and work experience increase incumbents become more responsible expert in their work and these lead them to greater degree of job satisfaction. The results may be explained that supervisor by virtue of experience having more responsibilities, authority and power to accomplish the target and their works were being recognized by higher authority and these led them to greater degree of job satisfaction. The aged and experienced employees become more responsible, emotionally mature and develop the tendency to remain with the organization; these increased the level of job satisfaction. Further, according to Meyer and Allen (1997),

compared to younger ones, older employees are more bound to their organizations and, more satisfied with their jobs and their positions in the organizations.

### **Conclusion**

On the basis of obtained results, the following conclusion was drawn:

- (i) The factors of job anxiety e.g. recognition and self-esteem accounted for significant correlation with job satisfaction among supervisors of Eritrean Bank employees whereas overall job anxiety did not reveal significant relationship with job satisfaction.
- (ii) Affective commitment, continuance commitment, normative commitment and overall organizational commitment were found positive and significant correlation with job satisfaction of Bank supervisors in Eritrea.
- (iii) Age and work experience showed significant relationship with job satisfaction among supervisors.

Eritrea is a newly born and poor independent State in African continent. It is called the horn of Africa where resources are very limited but people are managing their livelihood within it and working in different sectors to fulfill their needs. However, the present study reveals that supervisors have more job anxiety.

Therefore, human resource managers must find some ways to improve the working conditions to make organizational environment more appropriate and conducive. They should provide all the basic facilities for achieving the targeted goals in organizations, enhance the level of job satisfaction and involvement among the employees. Moreover, there is urgent need to give proper training and guidance to the employees experiencing stress and anxiety to overcome such situations for better outcomes at individual as well as organizational levels and overall for the growth of the country.

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