

# PSYCHO-SOCIAL PREDICTORS OF ORGANIZATIONAL COMMITMENT AMONG SOME SELECTED BANK EMPLOYEES IN NIGERIA

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## Abstract

Organizational Commitment of bank employees is lesser than its expected level and has become a major threat to the existence of most post-consolidation banks in Nigeria. However, there is paucity of research as regard the psychosocial predictors of organizational commitment. This study therefore, investigated the extent to which gender and achievement motivation predicts organizational commitment among banks workers in Ondo state. Using purposive and simple random sampling technique, a total number of 214 of banks employees (90 males: 124 females) whose ages ranged from 19- 60 years were selected from 12 commercial banks in Ondo state, Nigeria. Three hypotheses were formulated and tested using a descriptive statistics and a 2×3 ANOVA. The result shows that gender did not exert a significant influence on organizational commitment. However, achievement motivation had a significant influence on organizational commitment. This study confirmed that achievement motivation served as a strong factor that determines organizational commitment of bank employees. In order to enhance organizational commitment of bank workers, Nigeria banking sector should train its workers on how to exert more efforts on their job in order to achieve the desired growth as it is a major factor predicting organizational commitment.

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**Keywords:** Gender, achievement motivation and organizational commitment

## Introduction

In the past years, the banking industry in Nigeria have change from what it used to be and thus new policies such as, recapitalization and consolidation policies are now the recent practice.. These policies were

aimed at enhancing the safety of deposits and strengthening the capital base of banks in order to better finance Nigeria economy and compete effectively in Africa and global system (Soludo, 2004). However, Ojedokun (2008) noted that it has raised some challenges for those banks that emerged after merger and acquisition. These developments made most banks in Nigeria and the ones in Ondo State to shift from transaction based model to sales or service model (Ojedokun, 2008). The major effect of these policies is that most of the bank employees now feel insecure on their jobs. The consequences of which may affect their level of organisational commitment.

Organization commitment according to Lary (2003) is defined as the relative strength of an individual's identification with and involvement in an organization. O'Reilly and Chatman (1986) submitted that organizational commitment is the psychological attachment felt by the employees for the organization which indicates the degree to which the employee complies, identifies with and internalizes or adopts characteristics or perspective of the organization. This implies that, employees who are highly committed to the workplace are likely to be willing to contribute much effort on behalf of the organization. Strong attachment of such employees to the workplace enables better adaptation capacities and higher responsiveness to change in customers' demands (Freud, 2004; Sanchez, Kraus, White & Williams 1999; Paul & Ebadi, 1989).

According to Meyer and Allen (1997), some of the factors that predict organizational commitment are unemployment, job insecurity, low level of motivation etc. Jalonen, Virtanen and Vantera (2006) identified predictors of organizational commitment to include but not limited to age, work tenure, educational level, well developed group leader and favorable work characteristics. Ogunbamila, Ogunbamila and Adetula also identified factors like team size and team perception as predictors of organizational commitment. Some of the consequences of employees' low level of workplace commitment include, but not limited to, intention to leave the organization, low productivity, absenteeism and low level of job performance (Matthew & Zajac, 1990).

There is divergence of opinions among researchers, as regards organization commitment of Nigerian workers. Some researchers believed that Nigeria workers are not committed to the organization (Olugbile, 1996), other believed that they are committed to organizational goals but it is the organization that do not show commitment to the plight of the workers (Abraham, 1999).

Generally, there is paucity of researches on the correlates of organizational commitment among industrial workers in Nigerians. Moreso, there are inconsistencies in previous research on the social and psychological factors predicting organizational commitment of Nigerian workers especially

among the bank employees. This study, therefore, aim to find out how the combination of gender and achievement motivation could jointly predict organizational commitment among bank employees in Ondo state.

One of the major factors that may determine the level of workplace commitment among bank employees is their gender. Gender as a social construct ascribes different qualities and rights to women and men regardless of individual expense or desires. This often means that women globally perform the bulk of work without pay in the home while men receive this service and yet are regarded as family provider and as family heads (Julie & Elizabeth, 2010)

Julie and Elizabeth (2010) raised some questions about gender role on organizational commitment such as do men and women differ in the extent to which they work beyond the level require by their jobs. Does this gender difference vary across national contexts? The result of their study showed no gender difference among the employees with regards to organizational commitment. From the result of Julie and Elizabeth (2010), it can therefore, be inferred that both male and female bank employees will be committed to their organization at the same level.

Bank employees' commitment to the organization can also be influenced by achievement motivation. Achievement motivation is defined as the ability to exert effort on work to achieve desire goals and it is one of the factors that predict organizational commitment (Adebayo, 2003). Since everybody lives in an achievement oriented world with standards that dictate that success is vital and that is requires a competitive spirit, a desire to win, a motivation to do well and the ability to cope with an adversity until one's goals are accomplish. Individuals differ in their organizational commitment and achievement motivation level, some are highly motivated to succeed, others are moderately motivated to persist for appropriately length of time in solving tasks (Olugbile, 1996).

Achievement motivation is a form of an intrinsic motivation, which serves as an internal drive that motive an employee's behavior to be committed to the organization. Achieving goals can affect the way a person performs his or her task and represent a desire to show competency (Maura, 2001). This implies that bank workers who have high achievement motivation will be more committed to their organization than those with either moderate or low achievement motivation. Based on the above stated literatures, the following hypotheses were formulated.

## **Hypotheses**

1. Gender will significantly predict organizational commitment of bank employees

2. There will be a significant influence of achievement motivation on organizational commitment of bank employees.

3. There will be a significant joint influence of gender and achievement motivation on organizational commitment of bank employees.

## **METHODS**

### **Research Design**

This study adopted a cross sectional survey design. This was because the participants were selected from different banks in Ondo state, Nigeria.

### **Research Setting**

This study was conducted in twelve commercial banks in Akure, Ondo State, Southwestern, Nigeria. These banks were chosen from Akure because Akure is the state capital and as a result of this factor, it is expected that the banks located there will have more customers to attend to compared with those that are located in the rural areas.

### **Participants**

Two hundred and fourteen bank employees were selected from twelve commercial banks using a combination of purposive and simple random sampling techniques. The participants comprised of 90 (42.1%) male and 124(57.9%) females. Their age range from 20 years to 60 years. 155(72.4%) fall within the ages of 20-30. 48 (22.4%) fall within the ages of 31- 40 years and 11 (5.1%) fall within the age range of 41 - 60 years. Also 126 (58.9%) of the participants were single, 76 (35.5%) were married and 12 (5.6%) were divorced.

### **Instruments**

#### ***Achievement Motivational***

Achievement Motivational Scale (AMS) was developed by Ray (1971). AMS is a 14 item scale designed to measure an ambitious person. Sample item include; I work hard in order to be among the best. AMS is rated on 5- point scale (1= strongly agree to 5 = strongly disagree). Ray (1974) reported a Cronbach's alpha of .62. A Cronbach alpha of .72 was obtained in the present study. Higher scores indicate that employee has a higher achievement motivation.

#### ***Organizational Commitment***

Organizational Commitment Scale (OCS) was developed by Meyer and Allen (1991) to measure the extent to which employees are affectively attached to the achievement of the goals and values of their organization. OC is rated on a 5- point Likert Scale 1= Strongly Agree to 5 = Strongly Disagree. It has three sub-scales or component: affective (5 items)

Normative (9 items) and continuance (14 items). Sample item include: “I really feel as if the organization problem are any problem” (affective), I like, eat, and breathe this job (normative), and “my loyalty is to any work and not any particular organization (continuance).

Meyer and Allen (1991) and Cohen (1996) provided the psychometric properties of the scale. Meyer and Allen (1991) reported a .87 reliability coefficient. Cohen (1996) obtained a concurrent validity coefficient of .69. Among a Nigerian sample, the scale had a Cronbach’s alpha of .82 (Meyer *et al.*, 1999). The present study had a Crobranch’s alpha .82 . High score indicated that the employees showed a high level of commitment to the organization.

### Procedure

Prior to the administration of the questionnaire to participant, the researcher sought and obtained permission from the management of the twelve banks that participated in the study. The purpose of the study was explained to participants as they were also given the assurance of confidentiality and anonymity of their identities and responses. In addition, the respondents were told that there was no right or wrong answers and as such they should try to be as honest in their responses. To further conceal the identity of the participants, they were not requested to indicate their names, departments or units in the questionnaire. The questionnaires were distributed to employees who were willing to participate in the study. The researcher administered three hundred and fifty questionnaires to 58 employees who consented from each back. Out of the three hundred and fifty questionnaires administered, only two hundred and fourteen were found usable for the analysis. This yielded a response rate of 80%.

### Data Analysis

In order to determine the extent and direction of relationship among the study variables, A 2 x 3 ANOVA was used to test hypotheses 1, 2, and 3.

## RESULTS

### Test of relationships among the study variables

**Table 1:** Correlation matrix showing the Mean, Standard deviation and Relationships among the study variables

Variables	M	SD	1	2	3
1. Gender	1.58	.50	1		
2. Achievement motivation	30.71	7.56	.091	1	
3. Organizational commitment	48.03	9.22	-.014	.352**	1

The results in table 1 shows that gender did not have a significant relationship with organizational commitment [ $r(212) = -0.014, p > 0.01$ ]. This implies that the level at which bank employees are committed to their organization do not have anything to do with their gender. That is, both males and females bank employees have the same level of commitment towards their organization. The second independent variable which is achievement motivation had a significant positive relationship with organizational commitment [ $r(212) = 0.352$  at  $P < 0.01$ ]. This means that employees who have high achievement motivation will be more committed to their organization

### Descriptive statistics showing the mean and standard deviation of the study variables

**Table 2:** Means and Standard deviation of the groups on organizational commitment

Dependent Variable	Gender	Achievement Motivation	Mean	SD	N
Organizational commitment	Male	Low	44.93	8.362	14
		Medium	48.55	8.741	83
		High	56.00	11.380	15
		Total	48.97	9.391	11
	Female	Low	46.13	7.260	16
		Medium	46.48	7.822	114
		High	56.13	8.131	24
		Total	47.95	8.944	154
	Total	Low	45.57	8.863	30
		Medium	47.38	8.264	197
		High	56.08	9.242	38
		Total	48.38	9.129	265

The result in table 2 indicated that the bank employees who were male and have high achievement motivation had the highest mean and SD scores on organizational commitment, ( $M = 56.00, SD = 11.380$ ) compared with their male counterpart who had either moderate achievement motivation ( $M = 48.55, SD = 8.741$ ) or low achievement motivation ( $M = 44.93, SD = 8.362$ ).

Also, the result revealed that bank employees who were females and have high achievement motivation had the highest mean and SD scores on organizational commitment ( $M = 56.13, SD = 8.131$ ) compared with their female counterpart who had either moderate ( $M = 46.48, SD = 7.822$ ) or low achievement motivation ( $M = 46.13, SD = 7.260$ ). The interpretation of this result is that commitments of the employees are the same irrespective of their gender.

### Test of Hypothesis 1 – 3

**Table 3.** Summary of a 2x3 ANOVA showing the influence of gender and achievement motivation on organizational commitments

Dependent Variable	Source	SS	df	MS	F	P
Organizational Commitment	Gender	2.060	1	2.060	0.028	P>0.01
	Achievement Motivation	2376.265	2	1188.133	16.079	P<0.01
	Gender*Achievement Motivation	91.621	2	45.811	0.620	P>0.05
	Error	19064.275	259	73.893		
	Total	639717.000	265			

Results in table 3 revealed that gender did not have a significant effect on organizational commitment [F (1, 209) = 0.028, p > 0.01]. This means that bank employees will be committed to their organization irrespective of their gender. That is, either an employee is a male or female does not influence his/her level of commitment to the organization. The result on table 3 did not confirm hypothesis 1

The result in table 3 also revealed that achievement motivation exert a significant influence on organizational commitment [F (1,209) = 16.08, p < 0.01]. The interpretation of this, is that bank employees who had high achievement motivation were more committed to their organization than those who had either moderate or low achievement motivation. However gender and achievement motivation did not exert a significant joint influence on organizational commitment [F(2,209)= 0.620, p>0.05]

### Multiple comparisons among the groups on their level of achievement motivation

The result in table 3 only indicate that achievement motivation exert a significant influence on organizational commitment, it did not state categorically the group that has the highest achievement motivation, apart from this, the result did not indicate direction of significance F. In order to ascertain the direction of the significant F, a set of least significant difference test was conducted. The results are presented below.

**Table 4:** Summary of least significant difference test showing the comparative effect of achievement motivation on organizational commitment

Dependent Variable	Achievement Motivation		M	SD	N	1	2	3
Organizational Commitment	1.	Low	45.57	8.86	30	1		
	2.	Medium	47.36	8.26	197	1.53	1	
	3.	High	56.08	9.24	38	11.76*	14.67*	1

\* P is significant at 0.05 level

\*\* P is significant at 0.01 level

Table 4 shows that employees who had high achievement motivation had significantly higher levels of organizational commitment ( $M = 56.08$ ;  $LSD=14.67$   $SD= 9.24$ ;  $p<0.01$ ) compared with those who had either moderate achievement motivation ( $M=47.36$ ,  $SD = 8.26$ ,  $LSD = 1.53$ ,  $p > 0.01$ ) or low achievement motivation ( $m = 45.57$ ,  $SD = 8.86$   $LSD = 11.76$ ) on organization commitment. The implication of this result is that employees who had high achievement motivation were the most committed to their organization.

## **Discussion**

This study examined the influence of gender and achievement motivation on organizational commitment among bank workers in Ondo state, Nigeria.

Hypothesis one, which stated that gender would have a significant influence on organizational commitment, was not confirm by the result in tables 1 and 3. This result supports the finding of Ngo and Tsang (1998) which found that organizational commitment was not affected by gender differences. Also the result of the current study supports Sandra (1993) work on gender differences as pertain to organizational commitment of workers. This implies that the level at which bank employees are committed to their organization do not have anything to do with their gender. Both male and female bank employees have the same level of commitment towards their organization.

Result in tables 1, 2 and 3 confirmed hypothesis 2, which states that achievement motivation will have a significant influence on organizational commitment. This implies banks employee with high achievement motivation had the highest score on organizational commitment compared with their counterparts who had either moderate achievement motivation or low achievement motivation. These results confirmed the findings of Mowday, Porter, and Steers (1982); and Meyer and Allen (1997), who reported that high achievement motivation is associated with high level of organization commitment of an individual. The reason for this result might be the way most of the banking industries operate, that is, employees in this organization are often given a target to meet. Base on this factor, the employees try as much as possible to meet the target, thus, may want to exert more effort on their job.

Results in table 3 did not confirmed hypothesis 3 which state that gender and achievement motivation will have a joint influence on organizational commitment. This means that bank employees will be committed to their organizational irrespective of their gender. That is either an employee is a male or female does not influence his/her level of commitment to the organization. This result contradicts the findings of



Morrison, French, and Walford (2004); Abraham, (1999); and Yen-Lin, Ruey-Gwo, Chin – Shi, and Chih- Hung (2005)). The authors submitted that gender has a lot to do with achievement motivation to influence organizational commitment.

### **Conclusion and Limitation**

Based on the findings, this study has empirically demonstrated that both male and female bank employees have the same level of commitment towards their organization. Moreover, the results revealed that bank employees who have high achievement motivation showed more commitment to their organization.

This study is not without limitation. The following are some of its limitation.

1. The study only made use of only 214 participants which may not be enough for generalization.
2. Participants were drawn from only 12 banks in Ondo state, Nigeria. Future research should, therefore, test the extent to which achievement motivation correlates with organizational commitment among other banks in Nigeria.

### **Recommendations**

Based on the finding of this study, the researcher recommends as follows:

1. Since the result of this study revealed that bank employees who had high achievement motivation are more committed to their organization than their counterparts that had moderate or low achievement motivation, this researcher therefore suggest that the Nigeria banking sector should train its workers on how to exert more effort on their works in order to enhance more commitment from their workers.
2. The researcher also suggests that Nigeria banking sector should take adequate steps to redesign jobs which are less taxing to employees' abilities. For example work overload, high job target, insufficient work authority, and time pressure should be reduced. In other words, bank employees who work in a stress-free environment may be committed to their organization compare to those that work in a stressful environment.

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