

Add-on Effects of Organisational Identity on Career Commitment Beyond Job Satisfaction

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Abstract: Commitment in the workplace has become a serious concern with which have consequences on both the employees and management staff. The present study examined the add-on effect of organisational identity on career commitment beyond job satisfaction among employees of power generating companies in Ondo State, Southwest, Nigeria. Descriptive survey research design was employed for the study. Two hundred and thirty-four (234) technical staff members of the two Electricity Generation Companies participated in the study. We collected data using: (i) Demographic Data Form (ii) Career Commitment scale, (iii) Job Satisfaction and (iv) Organisational Identity questionnaire. Analysis of data was done using Pearson Product Moment Correlation and Hierarchical Multiple Regression Analysis to test the research hypothesis. Findings showed that that when job satisfaction has significant contribution to career commitment (5.4%) was observed (coeff = .118 β = .232; > .001). Introduction of organisational identity to the model revealed a significant contribution (8.9%). The inclusion of organisational identity in the model provided a significant change of 3.5% to the prediction of career commitment. arising from the findings, we recommended among other that career development systems be put in place in organisation in order to create a balance between individual career aspirations and the organizational needs.

Keywords: career commitment; organizational identity; job satisfaction

Background

The energy sector plays significant roles in the socio-economic development of nations - from extractive to manufacturing industries, from technology to service provision; the role of energy cannot be overemphasized. Energy is the mainstay of industrialization and the elixir of the economy. Voser (2011) averred that we can

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only build cities, provide goods and the amenities, provide jobs and run factories, make life enjoyable and more comfortable at homes and communities when there is provision of adequate light, heat and power. This shows that from production to consumption even to wellbeing of the community members, energy is the mainstay in both the developed and developing countries. Scarcity of energy may impose a strong constraint on the economic growth; however, its abundance may enhance economic growth. Despite its contributions to global growth, the drivers of the energy sector are the human resources. This is because employees represent the most valuable asset of organisation (Millar, Chen & Waller, 2017).

The workers give both, meaning and life to the energy companies, thus, their alignment to the workplace is as important as the job itself.

Employees in various organisations have certain expectations in the workplace, such include career progression, job satisfaction and wellbeing. The presence or otherwise of some of these factors either enhances or mars production and attainment of both the individuals and organisational goals. Employees see the workplace beyond mere means of earning salaries. They appreciate if a career could be built and having the opportunity for career building could engender commitment. Literature (Akinyemi, 2014; Morrow, 2011; Morrow, McElroy, & Scheibe, 2012; Ng & Feldman, 2011; Ogunjinmi, Onadeko, Ladebo, & Ogunjinmi, 2014) has noted the concept of commitment in the organizational context. Awolusi, (2013) posited that commitment is consistent line of activity in human behaviour. Commitment derivations job commitment (Kontos & Riessen, 1993), occupational commitment (Nägele & Neuenschwander, 2014), include professional commitment (Chiang, Chu & Hsiao, 2016, Perry, Hunter, & Currall, 2016), and career commitment (Fu & Chen, 2015; Orkibi, 2016). While other variants of commitment have prominence in literature career commitment – that is more individual in nature – has been given less attention.

The ethymon of career commitment was from Hall (1971) and Blau's (1985, 1988) work on professionalism. Blau used other terms to describe career commitment - occupational commitment, career orientation, professional commitment and salience - to translate commitment to work. Building on Blau's and other earlier works on career commitment, a multidimensional model of career commitment was postulated (Carson & Bedeian. 1994) The model comprised three dimensions of (i) career identity (CI), (ii) career planning (CP) and (iii) career resilience (CR). CI encompasses establishment of emotional attachment with individual's career; CP regulates individual's developmental needs and goal-setting, while CR relates to

perseverance despite career adversity and likely disruption (Lydon & Zanna, 1990). Career commitment, therefore, is an individual's dedication to, and aspirations to a career and work. It includes the extent to which work activity is reflected in a person's life plan and a person's desire to keep working in his chosen career even though he can earn money without working (Herachwati & Rachma, 2018). It has to do with the extent a worker identifies the goals of the organisation, values their vocation and the effort and time they are willing to expend to acquire relevant knowledge for both individual and organisational growth (Goulet and Singh 2002).

Study (Kidd & Green, 2006) had shown that a person who is committed to a career tends to make more efforts to achieve the targets of his career and that the higher the satisfaction derived by employees in chosen careers, the higher their commitment to their careers. More studies have indicated correlations between career commitment and other organizational variables including self-efficacy (Niu, 2010), career satisfaction (Day & Allen, 2004), career calling (Duffy, Dik, & Steger, 2011), skill identity (Orkibi, 2010), career satisfaction (Myrtle, Chen, Lui, & Fahey, 2011), career investment (Fu & Chen, 2015), career advancement (Andrea & Ted, 2011), job involvement (Blau, 1989), career success (Poon, 2004), job satisfaction (Lee, Carswell, & Allen 2000), and career satisfaction and perception of role (Kalkavan & Katrinli, 2014). The foregoing has shown that satisfaction is a variable linked to career commitment.

Over the years the concept of satisfaction has appeared predominantly in research literature and has been found to be a major impetus to human behaviour and effectiveness. From the Freudian psychodynamic to the behavioural and humanistic schools of thoughts, need satisfaction has been established to propel performance. Employees' satisfaction in the workplace has been studied at both managerial and organisational levels. Job satisfaction shows relationship between the intrinsic and extrinsic values attained and employees' contribution to their job. It is the feeling and mind frame of employees concerning the nature of the job (Spector, 1997). It is an affective equilibrium between employees' perceived needs and perceived organisational offer (Syptak, Marsland, & Ulmer, 1999), that is, an affective reaction resulting from comparison between job actual outcomes and employees' expectations.

Various studies have examined job satisfaction predicting organisational commitment (Valaei & Rezaei, 2016), job satisfaction mediateing role in the relationship between job performance and work commitment (Carmeli & Freund,

2004), having positive relationship with job involvement (Ćulibrk, Delić, Mitrović, & Ćulibrk, 2018; Govender and Parumasur, 2010), has direct relationship with organisational justice (Sareshkeh, Ghaziani & Tayebi, 2012), and has relationship with trust (Conger, Kanungo & Menon, 2000). While studies have established interrelationship between job satisfaction and career commitment, some other factors might add values to the relationship between the predictor and the criterion.

Literature has reported mediating role of organisational identity between satisfaction and organisational performance (Sugreen, 2010). Industrial psychologists, researchers and other organisation change agents have shown more interest in organisational identity and its critical role in organisational life and development. Mdletye, Coetzee, & Ukpere, (2014) reported associations between organisational identity and other organisational variables such as health, commitment, loyalty, change, sustainability, effectiveness, cohesion, efficiency functioning, organisational stability, and culture.

The key roles of organizational identity are now being recognized in quest to understanding strategic change organisations (Ravasi & Phillips, 2011), decision-making process (Riantoputra, 2010), conflicts and handling mechanisms (Brown & Humphreys, 2002), and communication, legitimacy and interpretation issues in the workplace (He & Baruch, 2010). A wealth of research has analysed and shown how organizational identity centred on everything from institutional memory processes (Anteby & Molnar, 2012), media relations (Kjaergaard & Ravasi, 2011), dress codes (Brown & Humphreys, 2002), to nostalgia (Brown & Humphreys, 2002). Discussing the essence of organisational identity to workplace development, Edwards and Peccei (2010) pointed the fact that organisations that care about members' wellbeing, will in return, have people develop identification with, and an attachment to the organisation.

While numerous studies have reported relationships among the studied variables in areas like marketing, teaching, industries, telecom and other allied companies, there is paucity of literature and extensive empirical studies of the variables in the energy sector, especially in Nigeria. To drive the study, we proposed that organisational identity would have significant predictive and add-on effect energy plants employees' career commitment over the job satisfaction.

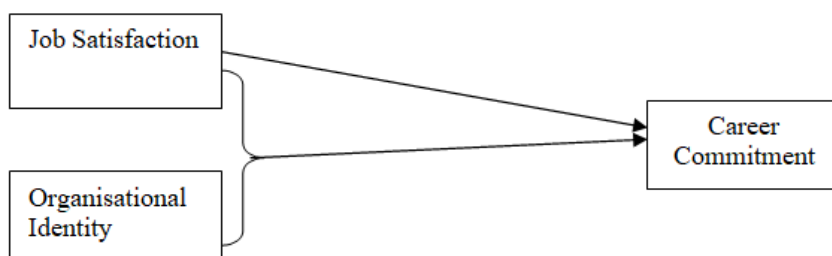


Figure 1. Study's conceptual model

METHOD

Participants

Two hundred and thirty-four (234) technical staff members of the two Electricity Generation Companies (Omosho Electric Energy Coy Limited = N150 and Niger Delta Power Holding Company = N84) in Ondo State, Nigeria participated in the study.

Measures

(i) We assessed participants' career commitment using using a 12-item, three-dimensional self-report scale (Carson & Bedein,1994). Scored on 5-point rating (1-5), the scale measured career resilience, identity and palnning dimensions of commitment. The scale has a repoted alpha values of $\alpha = 0.79$ to 0.85 . (ii) To collect data on job satisfaction, we adminstered a 15-item Job Satisfaction Scale (Warr, Cook, & Wall, (1979). Scored on 7-point rating (1-7), the scale measured intrinsic and extrinsic domains of job satisfaction. The scale has a repoted alpha values of $\alpha = 0.45$ to 0.74 (Perminas, Vaitkevičius, & Astrauskaitė, 2011). (iii) Data were collected on organisational identity using a 25-item Organizational Identification Questionnaire (OIQ) (Cheney,1982) which was scored on 5-point rating and has reliability index ($\alpha = 0.90$).

Procedure

We visited the two plants and administered the instruments to the participants, immediately collected back the completed instruments, did the scoring, coded and analysed using descriptive statistics and inferential statistics as well as Hierarchical Multiple Regression Analysis.

Results

Preliminary Analysis

Table 1. Presents the Minimum and Maximum Scores as Well as the Mean Scores, Standard Deviation, Skewness and Kurtosis

	Min. – Max	Mean	SD	Skewness	Kurtosis
Career commitment	26.00- 60.00	42.1795	7.84191	.372 (.159)	-.145 (.317)
Organisational Identity	48.00- 117.00	86.7521	14.28370	-.217(.159)	-.609 (.317)
Job Satisfaction	18.00 - 99.00	63.2436	15.40374	-.718 (.159)	.334 (.317)

Table 2. Correlation Coefficients of Interrelationship of Study Variables. Bivariate Correlations of Variables of the Study

	Career Commitment	Job Satisfaction	Organisational Identity
Career Commitment	1.000	.232***	.290***
Job Satisfaction		1.000	.608***
Organisational Identity			1.000

*** $p < .001$

The results in Table 2 indicated that career commitment, job satisfaction and organisational identity variably and positively related. Career commitment correlated with job satisfaction ($r = .232$; $p < .001$), organisational identity ($r = .291$; $p < .001$). Also, job satisfaction significantly related with organisational identity ($r = .608$; $p < .001$).

Analyses were done to determine differences in career commitment, organisational identity and job satisfaction along the demographics marital status, gender, work

experience and work status; Table 3 as present results of Independent t-test and Analysis of Variance

Table 3. Independent T-Test and Analysis of Variance of Demographic Differences in Study Variables

	Career Commitment		Organisational Identity		Job Satisfaction	
	M	SD	M	SD	M	SD
Sex						
Male (n = 106)	42.283	8.105	87.434	15.248	62.509	16.736
Female (n = 128)	42.094	7.648	86.188	13.467	63.852	13.273
Statistics	t (232) = .183; p = .855		t (232) = .664; p = .508		t (232) = -.663; p = .508	
Marital Status						
Married (n = 85)	41.965	8.313	90.259	13.336	64.271	16.738
Single (n = 143)	42.650	7.461	85.280	14.508	62.930	14.831
Separated (n = 4)	34.000	7.528	74.500	1.732	57.000	4.546
Divorced (n = 2)	34.000	2.828	67.500	2.121	54.500	6.364
Statistics	F(3,230) = 2.412; p = .068		F(3,230) = 4.611; p = .004		F(3,230) = .576; p = .631	
Work Experience						
1-5 years (n = 107)	44.168	8.528	90.355	12.617	64.159	14.698
6-10 years (n = 56)	40.161	6.347	82.554	15.998	58.411	17.632
11-15 years (n = 25)	37.040	8.453	84.800	15.207	64.680	13.616
16 years and above (n = 46)	42.804	5.496	84.544	13.615	66.217	14.126
Statistics	F(3,230) = 7.843; p = .000		F(3,230) = 4.609; p = .004		F(3,230) = 2.663; p = .049	
Work Status						
Junior Staff (n = 138)	42.688	8.435	84.768	13.669	60.804	16.181
Senior Staff (n = 96)	41.448	6.878	89.604	14.732	66.750	13.539
Statistics	t (232) = 1.191; p = .235		t (232) = -2.578; p = .011		t (232) = -2.952; p = .003	

The results presented in Table 3 showed male and female participants were not significantly different in career commitment, organisational identity and job

satisfaction. However, participants differ in organisational identity by their marital status, work experience and work status. Also, work experience and work status differentiated job satisfaction. Again, participants differ in career commitment by their work experience.

Hierarchical Multiple Regression Analysis

In order to determine the predictive and incremental contribution of organisational identity on career commitment beyond job satisfaction a Moderated Hierarchical Multiple Regression Analysis was carried out. Table 4 presented results of data analysis.

Table 4. Effects of Organizational Identity on Career Commitment Beyond Job Satisfaction

		B	SEB	β	t	R ²	ΔR^2	Sig. ΔF
Step 1	(Constant)	34.69	2.11		16.398**	.05	.05	.00
		5	6		*	4	4	0
	Job Satisfaction	.118	.033	.23	3.641***			
Step 2	(Constant)	28.08	3.04		9.233***	.08	.035	.003
		5	2			9		
	Job Satisfaction	.045	.040	.08	1.129 ^{ns}			
	Organisationa l Identity	.129	.043	.23	2.979***			
					6			

a. Predictors: (Constant), Career Commitment

b. Predictors: (Constant), Job Satisfaction

c. Predictors: (Constant), Job Satisfaction, Organisational Identity

^{ns} $p > .05$; *** $p < .001$

Results revealed that when job satisfaction was regressed against career commitment, a significant contribution (5.4%) was observed (coeff = .118 $\beta = .232$; $> .001$). When organisational identity was introduced into the model, a significant contribution (8.9%) was indicated. However, the addition of organisational identity provided a significant change of 3.5% to the prediction of criterion. In effect, organisational identity has an additive contribution to the prediction of career commitment over the influence of job satisfaction. The hypothesis of significant incremental effect of organisational identity on career commitment beyond job

satisfaction was accepted by these findings.

Discussion

This study examined the additive effect of organisational identity to the prediction of career commitment of energy companies' workers beyond job satisfaction. Analysis presented a positive relationship among commitment, job satisfaction and organisational identity; career commitment correlated with job satisfaction and organisational identity; and job satisfaction and organisational identity are significantly related. Further analysis on the differences based on demographics indicated that participants were not significantly different in career commitment, organisational identity and job satisfaction based on gender. However, participants differ in organisational identity by their marital status, work experience and work status; job satisfaction can be differentiated by work experience and work status; and participants differ in career commitment by their work experience.

The regression analysis indicated that job satisfaction significantly contributed to career commitment, however, when organisational identity got introduced into the model, it indicated a significant additional contribution. By implication, organisational identity has an additive contribution to the prediction of career commitment over the contribution of job satisfaction. Based on the findings, the hypothesis of significant predictive and add-on effects of organisational identity on career commitment beyond job satisfaction was accepted. The findings on the predictive values of job satisfaction of career commitment corroborate earlier studies such as Awoyemi and Odefadehan (2017) which found significant connection between job satisfaction and career commitment of universities' librarians. Adio and Popoola (2010) also found job satisfaction significantly influencing career commitment of librarians.

The present findings further confirmed earlier work that established significant relatedness of job satisfaction to career commitment (Jeremias, 2005), influenced workers productivity and career commitment (Popoola & Oluwole, 2007), roles career pattern and job tenure on career commitment were mediated by one's satisfaction; and roles of job security and workers' career satisfaction in career commitment were partially mediated by job satisfaction (Chen, Myrtle, Liu & Fahey, 2011); and organizational commitment and job satisfaction significantly affected career commitment (Nazish, Amjad, Mehboob & Rizwan, 2013). This

showed that the higher the employees' satisfaction toward achieving their targets in their careers, the higher the employee's career commitment increases.

The results also revealed that organisational identity had an add-on effect to the contribution of job satisfaction on career commitment. The finding aligned with previous work that found organisational identity playing significant roles in facilitating long-living organisations (De Geus, 1997; Labich, 1994), it is one of the pillars of keeping on track all efforts toward transformational change (Ackerman, 2000), positive organisational identity promotes cooperation (Tyler, 1999), enhances career commitment (Golden-Biddle & Rao, 1997), fosters identification with the employing organisation (Elsbach & Bhatlacharya, 2001), and influences on how members' adaptation to and interpretation of organisational change (Beech & Johnson, 2005).

The add-on significant contribution of organisational identity to career commitment of participants has shown that identification with one's place of work engenders commitment. This means that beyond job satisfaction, such variable as organisational commitment is a veritable tool to enhancing career commitment.

Conclusion and Recommendations

By this finding, it could be concluded that organisational identity has predictive and add-on effects on participants' career commitment beyond the contribution of job satisfaction. Based on the findings, it is thus recommended that career development systems be put in place in organisation in order to create a balance between individual career aspirations and the organizational needs. This will enhance employees' career satisfaction and organizational effectiveness. Further, workplace management should provide necessary conducive environment for personnel to express self and ultimately create value added to the organisational goal. An environment where individuals' career need, career progression would increase satisfaction with their careers and achievement of organisational goal within the workplace.

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