THE EFFECT OF JOB SATISAFACTION ON ORGANISATIONAL COMMITMENT AMONG NON-ACADEMIC STAFF OF TERTIARY INSTITUTIONS IN EKITI STATE

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ABSTRACT: *The study examines the effect of job satisfaction on organisational commitment among non-academic staffs of tertiary institutions in Ekiti State, with the main focus to determine the influence job satisfaction has on affective commitment and continuance commitment. 343 non-academic personnel are drawn from three (3) tertiary institutions into the sample and questionnaires distributed among them. 326 questionnaires are duly returned and analysed using Simple Percentage, Regression Analysis, and Analysis of Variance (ANOVA) methods. The findings indicate that pay/salary, job security, supervision, job enrichment and job challenges lead to job satisfaction. It also reveals that job satisfaction has significant positive influence on both affective commitment and continuance commitment; however, job satisfaction exerts a greater influence on continuance commitment. The study suggests that job satisfaction plays a vital role on organisational commitment among non-academic staff of tertiary institutions.*

KEYWORDS: Job Satisfaction, Organisational Commitment, Non-Academic Staff, Tertiary Institutions

INTRODUCTION

It is a well known fact that people work to earn a living either in the public or private sector. The reason for wanting a job is often considerably more than just a pay check. Jobs can be looked at as the means used to achieve personal goals. When a job meets or exceeds an individual's expectation, the individual often experience positive emotions. These positive emotions represent job satisfaction. Job satisfaction provides an employee with a reason to continue with job. Spector (1997) opined that job satisfaction influences people's attitude towards their jobs and various aspects of their jobs. The resultant effects of job satisfaction as identified by Morrison (2008) include better performance and reduction in withdrawal and counter-productive behaviours.

The presence or absence of numerous attributes, originating internally from within the employing organisation influences an individual worker's attitude concerning their jobs and their jobs commitment to their organisation (Herzberg, 1966). Employee's satisfaction has

become one of the main corporate objectives in recent years. An organisation would not get the best of its employees if they are not committed. Organisational commitment still remains a principal factor influencing the growth and survival of the organisation. Motivated employees are crucial to an organisation's success, and therefore understanding people in their jobs and what motivates them could be a driving force in strengthening organisational commitment (Schein, 1996).

Job satisfaction is associated with the affective response to the immediate work environment. The satisfaction an employee derives from doing his job is a main determinant of his level of organisational commitment. Organisational commitment is vital to preserve and attract well qualified talent pool in any organisation. Organisational commitment has gained prominence in management discourse since it plays an essential role in the goal achievement, innovation and stability of an organisation. It improves trust between employees, managers, owners, units and other concerned parties of any organisation; hence, it fosters better superior- subordinate relationship and improves organisational climate. Stronger and more generalized commitment may enhance organisational development, growth and survival (Awamleh, 1996).

In Nigeria, most studies have critically examined and analyzed the effect of job satisfaction on organisational commitment in the private sector but failed to examine and also analyze how job satisfaction affect organisational commitment in the public sector especially tertiary institutions. Therefore, this study overcomes this shortcoming by focusing on how job satisfaction affects organisational commitment in tertiary institutions.

This study seeks to examine effect of job satisfaction on organisational commitment among non-academic staff of tertiary institutions. The scope of this study is limited to tertiary institutions in Ekiti State. The rest of this paper is segmented as follows: section two provides the literature review; section three discusses the research method, section four presents and discusses the research findings and section five focuses on conclusion and recommendations.

LITERATURE REVIEW

Job Satisfaction

Locke (1969) defined job satisfaction as an emotional state related to the positive or negative appraisal of job experiences. Job satisfaction is the fulfillment of gratification of certain needs that are associated with one's job (Lambert, Barton & Hogan, 1999). Employees who are contented with their jobs are keen to doing a good job.

Spector (2000) defined job satisfaction as the feelings an individual holds towards his job and other aspects of the job. The job diagnostic survey of Hackman and Oldham (1975) maintains that job satisfaction is associated with five core dimensions namely skill variety, task identity, task significance, autonomy, and feedback from the job itself as well as two supplementary dimensions - feedback from agents and dealing with others.

Importance of Job Satisfaction

Spector (1997) presented three reasons to clarify the importance of job satisfaction:

A. Organisation can be directed by humanitarian values. Based on these values they will attempt to treat their employees honourably and with respect. Job satisfaction assessment can then serve as an indicator of the extent to which employees are dealt

with effectively. High levels of job satisfaction could also be a sign of emotional wellness or mental fitness

B. Organisations can take on a utilitarian position in which employees' behavior would be expected to influence organisational operations according to the employees' degree of job satisfaction/dissatisfaction. Job satisfaction can be expressed through negative behaviors.

C. Job satisfaction can be an indicator of organisational operations. Assessment of job satisfaction might identify various levels of satisfaction among organisational department, therefore, be helpful in pinning down areas in need of improvement.

Strategies for Enhancing Job Satisfaction

These strategies are ways to apply manager's knowledge of what provides job satisfaction and motivates workers.

i. **Reinforcement/Behavior Modification:** Most managers prefer giving rewards and placing positive value on performance to dodging out punishment.

ii. **Management by Objectives:** Set of procedures involving both managers and subordinates in setting goals and evaluating progress. Experts agree that motivation is the biggest advantage of MBO if it is used properly.

iii. **Participative Management and Empowerment:** Method of increasing job satisfaction by giving employee a voice in the management of their jobs and the company. As an example, workers who no longer report product defect to supervisor, but have the freedom to correct problems themselves, or even return defective products to the workers who are responsible for them ,have been empowered to take greater responsibility for their own performance.

iv. **Job Enrichment and Job Redesign:** These programs are method of increasing job satisfaction by adding one more motivating factor to job activities. Job rotation plans, for example, expand growth opportunities and the chance to learn new skill.

v. **Job Resign Programs:** This method of increasing job satisfaction by designing a more satisfactory fit between workers and their jobs. Job redesign is usually implemented in one of these three ways: through combining task, forming natural work groups, and establishing client relationship.

vi. **Modified Work Schedule:** (a) Work-share Program: This allows two or more people to share a single full time job. (b) Job sharing: Usually benefits both employees and employer, although job sharing employees generally receive fewer benefits than full-time counterparts. (c) Flex time: Can include starting later and leaving later in the day or starting later and leaving earlier.

Organisational Commitment

Price and Mueller (1986) defined organisational commitment as the loyalty and emotional attachment to an organisation. It takes into account the cost associated with leaving an organisation. According to Porter, Steers, Mowday & Boulian (1974), organisational commitment is the intensity of the identification and dedication an individual has towards organisational goals and mission. When employees are sure that they will grow and learn with their current employers, their level of commitment to stay with that particular organisation is higher (Okpara, 2004).

Robbins (2001) opined that organisational commitment is one type of work attitude. It is the employees' identification of specific organisational goal and wishes to maintain his status as an organisation. Chen and Yu (2000) pointed out that organisational commitment is the sense of pride as a member of an organisation. It is the loyalty to an organisation and willingness to try one's best for organisational goals to be achieved.

Robbins and Coutler (2003) suggested that employees become committed to their organisation when (i) they own and have conviction regarding the mission and values of their organisations (ii) they are mutually ready to exert their dedicated efforts in the achievement of their organisational goals, and (iii) they have intense desire to continue serving in their organisations.

Nature/Dimensions of Organisational Commitment

According to Meyer and Allen (1991), there are three natures/dimensions of organisational commitment. These are affective commitment, continuance commitment and normative commitment.

i. **Affective Commitment:** This is the tendency of a worker to stay with a company that is based on emotional attachment. An employee of a business who displays affective commitment to their company will often identify strongly with the organisation and its objectives and might turn down offers to move to a new organisation even if they seem more attractive financially.

ii. **Continuance Commitment:** The individual commits to the organisation because he/she perceives high costs of loosing organisational membership including economic losses such as pension accruals and social cost, friendship with coworkers that would have to be given up. The employee remains a member of the organisation because he/she has to. Continuance commitment results from the motivation to avoid impending costs that would be linked to a possible change of employer (Allen & Meyer, 1990).

iii. **Normative commitment:** The individual commits to and remains with an organisation because of feelings of obligation. For instance, the organisation may have invested resources in training an employee who then feels an obligation to put forth the efforts on the job and stay with the organisation to repay the debt.

Theoretical Framework

i. **Maslow's Need Hierarchy Theory:** According to Maslow, job satisfaction is said to exist when an individual's needs are met by the job and its environment. The hierarchy of needs focus on five categories of needs arranged in ascending order of importance physiological, safety, belongingness and love are the lower-level needs in the hierarchy. The higher-level needs are esteem and self actualization. When one need is satisfied, another higher-level need emerges and motivates the person to do something to satisfy it. A satisfied need is no longer a motivator.

ii. **Herzberg Motivator-Hygiene Theory:** According to Herzberg, the concept of job satisfaction has two dimensions, namely intrinsic and extrinsic factors. Intrinsic factors are also known as motivators or satisfiers, and extrinsic factors as hygiene, dissatisfiers, or maintenance factors. The motivator relates to the job content (work itself) and includes achievement, recognition, work itself, responsibility and advancement. The hygiene relates to job context (work environment) and involve, for example company's policy and administration, supervision, salary, interpersonal relations and working conditions. Motivators are related to job satisfaction when present but not to

dissatisfaction when absent. Hygiene are associated with job dissatisfaction when absent but not with satisfaction when present.

Review of Related Empirical Studies

Shore and Martin (1989) studied the differential associations that job satisfaction and organisational commitment have with job performance and turnover intentions in a sample of bank tellers and hospital professionals. The results showed that organisational commitment was more strongly related than job satisfaction with turnover intentions for the tellers, but not for the professionals while job satisfaction was related more strongly than organisational commitment with supervisory ratings of performance for both samples. The findings suggested that specific job attitudes are more closely associated with task-related outcomes such as performance ratings, whereas global organisational attitudes are more closely associated with organisation-related outcomes like turnover intentions. Malik, Nawab, Naeem & Danish (2010) examined the impact of teachers' satisfaction with job dimensions on perceived organisational commitment in public sector universities in Pakistan and explored to what extent these teachers are committed to their universities and satisfied with different dimensions to their job. The findings indicated that the satisfaction with work-itself, quality of supervision and pay satisfaction had significant positive influence on organisational commitment.

Noor Harun (2010) assessed the impact of five work related variables (role conflict, role clarity, job autonomy, job performance feedback and job involvement) on organisational commitment and job satisfaction among Malaysian university librarians. The findings revealed that of the five work related variables, three (role clarity, job autonomy and job involvement) were found to have statistically predictive relationship with organisational commitment while two (role conflict and role clarity) were found to significantly predict the variation in job satisfaction. It was also revealed that the impact of work related variables was greater for organisational commitment than job satisfaction. Azeem (2010) investigated the nature of relationships of demographic factors (age and job tenure) and job satisfaction facets with organisational commitment among employees in the Sultanate of Oman. The study found a moderate significant positive relationship among job satisfaction facets, demographic factors, and organisational commitment and indicated that supervision, pay, overall job satisfaction, age, and job tenure were the significant predictors of organisational commitment.

Suki and Suki (2011) examined the effect of gender on employees' perception of job satisfaction and organisational commitment in Labuan. The regression results showed that both male and female employees have the same level of perception of job satisfaction and organisational commitment. Lumley, Coetzee, Tladinyane and Ferreira (2011) explored the relationship between employees' satisfaction (as measured by the job satisfaction survey) and organisational commitment (as measured on the organisational commitment scale) using a cross-sectional survey of a sample of 86 employees at four information technology companies in South Africa. The correlational and stepwise regression analyses revealed a number of significant relationships between the two variables.

Norizan (2012) examined the relationship between components of organisational commitment and job satisfaction among employees at higher learning education institutions in Kelatan. The result showed that affective, continuance and normative commitment were found not to have significant positive relationship with job satisfaction. Pandey and Khare (2012) conducted a study to find out the impact of job satisfaction and organisational commitment on employee

loyalty in the manufacturing and service industry. The results showed that job satisfaction and organisational commitment have significant impact on employee loyalty.

Eslami and Gharakhani (2012) investigated the role of job satisfaction on organisational commitments in Iran. Employing regression analysis on data collected from 280 Iranian employees, the study indicated that all three factors of job satisfaction (promotion, personal relationships, and favourable conditions of work) have positive significant effects on organisational commitments. Mathur and Salunke (2012) evaluated the relationship between organisational commitment and job satisfaction in the manufacturing sector in Gwalior. The outcome of the study identified that job satisfaction plays a significant role in achieving a committed workforce.

Batool and Ullah (2013) investigated the relationship between job stress and organisational commitment in banking sector in district Peshawar, Pakistan. The results indicated that there are negative relationships between job stress and organisational commitment and concluded that if job stress is reduced, the level of organisational commitment will improve and result in higher productivity, lower turnover and improved performance of the employees and organisation. Chiu and Ng (2013) examined whether work group identification improves job satisfaction and organisational commitment among quantity surveyors working in the private sector in Hong Kong. The bivariate correlation and multiple regression analyses revealed that work group identification has significant influence on job satisfaction, affective and normative commitment.

Mohammed and Eleswed (2013) studied the relationship between job satisfaction and organisational commitment and the impact of demographics key variables on job satisfaction and organisational commitment in a private financial institution in the Kingdom of Bahrain. The results revealed a positive relationship between job satisfaction and organisational commitment and found that age was the only demographic key variable that affects organisational commitment.

Suma and Lesha (2013) investigated the levels of employees of public sector satisfaction with job dimensions and perceived organisational commitment in public sector in Shkoder, Albania. The findings revealed that the satisfaction with work-itself, quality of supervision and pay satisfaction had significant positive influence on organisational commitment of municipality employees. Akanbi and Itiola (2013) observed the association between job satisfaction and organisational commitment in the area of health in Nigeria with focus on health workers in Ekiti State. The findings of the study revealed that the joint effect of independent variables (reward system, job related stress, job meaningfulness, training, and supervisory role) jointly and independently predicted organisational commitment and indicated that there was a significant relationship between reward system and organisational commitment. It also showed a significant difference between training and organisational commitment.

METHODOLOGY

The research design adopted is the survey research design which involves finding of representative sample and making inference for the purpose of describing systematically a situation or an area of interest factually and accurately. This fits into the picture of the research as the focus of this study is to investigate the effect of job satisfaction on organisational

commitment among non-academic staff of tertiary institutions in Ekiti State. The data collected from the primary source was through questionnaire personally distributed to 343 non-academic staff of three tertiary institutions in Ekiti State with a population of 2,419 staff members using the Yamane model. Job satisfaction was measured based on Granny (1992) and Robins and Langton (2003) factors and Organisational commitment was measured on two of the components of Meyer and Allen (1991) model.

Research Hypotheses

The hypotheses to be tested in this study are presented in nulls (H_0) as:

i. Job satisfaction does not affect affective commitment among non-academic staffs in tertiary institutions in Ekiti State.
ii. Job satisfaction does not affect continuance commitment among non-academic staffs of tertiary institutions in Ekiti State.

DATA ANALYSIS AND FINDINGS

A total of 343 questionnaires were distributed out of which 326 questionnaires were returned duly completed and analysed. Analysis of responses is segmented according to the manner in which the questionnaire was segmented.

Analysis of Section A (Bio Data Responses)

The distribution of respondents by sex indicates there were 155(47.5%) male and 171(52.5%) of the total respondents are female. This indicates this study has more female respondents. Age distribution of respondents shows that 130(39.9%) of the respondents are between 20 – 30 years, 126(38.7%) are between 31 – 40 years, 55(16.9%) are between 41 – 50 and 15(4.6%) are between 51 years and above; hence, there are more youth among the non-academic staffs. Distribution of respondents based on marital status show that 126(38.7%) of the respondents are single and 200(61.3%) are married. On the basis of religious affiliation, 247(75.8%) of the respondents are Christians, 76(23.3%) are Muslims while 3(0.9%) are Traditional worshippers. The educational status distribution shows that shows that 34(10.4%) of the respondents have O'level, 50(15.3%) has Ordinary National Diploma (OND), 46(14.1%) has Higher National Diploma (HND), 143(43.9%) has Bachelor of Science (B.Sc) while 53(16.3%) has Masters of Science (M.Sc).This indicates that there are more B.Sc Holders among the respondents.

Analysis of Section B (Responses on Job Satisfaction)

i. **Job here utilizes well my skills and abilities:** The feedback responses show that 142(43.6%) of the respondents strongly agree, 159(48.8%) agree, 6(1.8%) undecided, 11(3.4%) disagree and 8(2.5%) strongly disagree. This implies that majority of the respondents are positive that their job exploits their competencies.
ii. **Job allows opportunities to try out new and innovative ways to carry out responsibilities:** 124(38%) of the respondent strongly agree, 137(42.0%) agree, 29(8.9%) undecided, 29(8.9%) disagree, and 7(2.1%) strongly disagree; hence, 80% of the respondents perceive their jobs as giving them opportunities to be ingenious in discharging their responsibilities.

iii.   **Satisfaction with pay:** 78(23.9%) of the respondents strongly agree, 125(38.3%) agree, 50(15.3%) undecided, 51(15.6%) disagree and 22(6.7%) strongly disagree. More than half of the respondents derive satisfaction with pay from their job.

iv.   **Fairness in Supervision of Staff:** 71(21.8%) of the respondents strongly agree, 173(53.1%) agree, 45(13.8%) undecided, 32(9.8%) disagree and 2(1.5%) strongly disagree; thus, most of the respondents are positive that their work supervision have been just.

v.   **Sense of Job Security:** 99(30.4%) of the respondents strongly agree, 153(46.9%) agree, 33(10.1%) undecided, 29(8.9%) disagree and 12(3.7%) strongly disagree. This portends that over 70% of the respondents have the assurance of continuity of their job.

vi.   **Job is challenging, but more positive than negative:** 76(23.3%) strongly agree, 186(57.1%) agree, 41(12.6%) undecided, 16(4.9%) disagree and 7(2.1%) strongly disagree. This indicates that no matter how challenging their job may be, they accrue more gains than incur pains.

vii.   **Job allows non-academic staffs to be productive and contributive to the organisation:** 116(35.6%) of the respondents strongly agree, 158(48.5%) agree, 25(7.7%) undecided, 21(6.4%) disagree and 6(1.8%) strongly disagree. It can be inferred that job allows majority of the respondents to be prolific and contribute their quota to the organisation.

viii.   **General Satisfaction:** 104(31.9%) of the respondents strongly agree, 145(44.5%) agree, 32(9.8%) undecided, 30(9.2%) disagree, and 15(4.6%) strongly disagree. This implies that more than ¾ of the respondents are contented with their job in a general perspective.

Analysis of Section C (Responses on Affective Commitment)

i.   **Willingness to put effort beyond the expected for the success of the organisation:** 141(43.3%) of the respondents strongly agree, 148(45.4%) agree, 23(7.1%) undecided, 10(3.1%) disagree and 10(1.2%) strongly disagree. This indicates that most of the respondents are willing to go extra mile for organisational prosperity.

ii.   **Extremely glad to have chosen this organisation to work:** 104(31.9%) of the respondents strongly agree, 166(50.9%) agree, 42(12.9%) undecided, 9(2.8%) disagree and 5(1.5%) strongly disagree. This shows that over 80% of the respondents have no cause to regret for choosing to work in their organisation.

iii.   **Taking up the Organisation as a great one for which to work:** 113(34.7%) of the respondents strongly agree, 148 (45.4%) agree, 49 (15%) undecided, 12 (3.7%) disagree and 4 (1.2%) strongly disagree; hence, a greater percentage of the respondents took up the organisation as a great one for which to work.

iv.   **Proud to be part of this organisation:** 126(38.7%) of the respondents strongly agree, 156(47.9%) agree, 31(9.5%) undecided, and 11(3.4%) disagree and 2(0.6%) strongly disagree. It can be deduced that most of the respondents take pride in being part of their organisation.

v.   **Care about the fate of the organisation:** 31(9.5%) of the respondents strongly agree, 55(16.9%) agreed, 52(16.0%) undecided, 122(37.4%) disagreed and 66(20.2%) strongly disagreed. This indicates that a greater percentage of the respondents are less concerned about the fortune of their organisation.

vi.   **Individual values and the organisation values are the same:** 48(14.7%) of the respondents strongly agree, 126(38.7%) agree, 56(17.2%) undecided, 73(22.4%) disagree and 23(7.1%) strongly disagree; thus implying that slightly above 50% of the

respondents are of the view that there is homogeneity between their individual values and the organisational values.

Analysis of Section D (Responses on Continuance Commitment)

i. **Fear of what might happen, if job is quit without another one lined up:** 118(36.2%) of the respondents strongly agree, 108(33.1%) agree, 50(15.3%) undecided, 33(10.1%) disagree and 17(5.2%) strongly disagree. This means that most of the respondents dread terminating their jobs without having another job ready or in anticipation.

ii. **Not being a member of this organisation can disrupt life:** 34(10.4%) of the respondents strongly agree, 76(23.3%) agree, 71(21.8%) undecided, 75(23.0%) disagree and 70(21.5%) strongly disagree. This implies that most of the respondents are of the opinion that not being a member of their organisation cannot disrupt their lives.

iii. **Loyalty to the organisation as a result of investing a lot in it, emotionally, socially and economically:** 97(29.8%) of the respondents strongly agree, 163(50%) agree, 47(14.4%) undecided, 11(3.4%) disagree and 8(2.5%) strongly disagree. It can therefore be inferred that the most of the respondents are steadfast because of their investment in the organisation emotional wise, social wise and economical wise; thus, conforming their loyalty to their organisation.

iv. **Anxious about what is to be lost without the organisation:** 58(17.8%) strongly agree, 124(38%) agree, 70(20.5%) undecided, 53(16.3%) disagree, and 21(6.4%) strongly disagree; thus, majority of the respondents are apprehensive of what they have to lose when not being a part of the organisation.

v. **Worry about what might happen to the organisation in the event of losing its membership:** 57(17.5%) of the respondents strongly agree, 149(45.7%) agree, 60(18.4%), 39(12.0%) agree and 21(6.4%) strongly disagree. Thus, most of the respondents are fretful about what happens to the organisation when they are no longer members.

vi. **Dedication to this organisation is as a result of the fear of what is to be lost:** 70(21.5%) of the respondents strongly agree, 156(47.5) agree, 40(12.3%) undecided, 36(11.0%) disagree and 25(7.7%) strongly disagree. It can be deduced that the rationale behind most of the respondents being committed to their job is because of the fear of anticipated loss.

Testing of Hypotheses

To test the hypotheses, the respondents' scores on the dependent variable and independent variable are computed and analysed using simple regression analysis and ANOVA method.

Hypothesis one:

H_0: Job satisfaction does not affect affective commitment among non-academic staff in tertiary institutions in Ekiti State.

Table 1: Model Summary^b (Affective Commitment)

Model	R	R square	Adjusted R square	Std. Error of the Estimate	Durbin-Waston
1	.687^a	.472	.471	3.088	1.338

    a. *Predictors: (constant), Job satisfaction*
    b. *Dependent Variable: Affective Commitment*

Source: Author's analysis

Results and Discussion

The results of the analysis show that the coefficient of determination or correlation coefficient (R) is positive with a value of 0.687 showing that affective commitment increases along with increase in job satisfaction i.e. non-academic staff are affected by satisfaction (Challenges, pay, supervision and so on) of tertiary institution in Ekiti State and this affects their affective commitment favourably. The coefficient of multiple determination (R^2) showed that job satisfaction caused approximately 47% (0.472) variance in affective commitment among non-academic staff. In other words, an estimated 47% of affective commitment (dependent variable) among non-academic staff is accounted for by job satisfaction while the remainder of 53% is accounted by factors not specified in the model.

Table 2: ANOVA^b (Affective Commitment)

Model		Sum of Squares	Df	Mean square	F	Sig.
1	Regression	2764.115	1	2764.115	289.788	.000^a
	Residual	3090.440	324	9.538		
	Total	5854.555	325			

    a. *Predictors: (constant), Job satisfaction*
    b. *Dependent Variable: Affective Commitment*

    Source: Author's analysis

Table 2 shows that there is a statistically significant effect of job satisfaction on affective commitment and that the regression model is statistically significant in terms of the "goodness of fit" ($F_{1, 324} = 289.788$), (p-value=0.000<0.05); hence, the null hypothesis (H_0) is rejected. It is therefore affirmed that job satisfaction have significant effect on the affective commitment of non-academic staff in tertiary institutions in Ekiti State.

Table 3: Regression Coefficient Result (Affective Commitment) Coefficients^a

Model	Unstandardized coefficient		Standardized coefficient	T	Sig
	B	Std. Error	Beta		
1 (constant)	5.397	.571		9.457	.000
Job satisfaction	.565	.033	.687	17.023	.000

    a. *Dependent variable: Affective commitment*

Source: Author's analysis

From Table 3, the unstandardized and standardized beta coefficient of job satisfaction are 0.565 and 0.687 with t-statistic = 17.023 and (p-value = 0.000<0.05) which further confirms that the independent variable (job satisfaction) significantly and positively influence the dependent variable (affective commitment) among non-academic staff i.e. the predictive ability of job satisfaction on affective commitment is positive and job satisfaction is a key determinant of affective commitment among non-academic staff.

The simple regression of the model is shown below as;

$$AC = 5.395 + 0.565 \ JB$$

Where: AC = Affective Commitment and JB = Job Satisfaction

Hypothesis Two:

H0: Job satisfaction does not affect continuance commitment among non-academic staff of tertiary institution in Ekiti State.

Table 4: Model Summary[b] (Continuance Commitment)

Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	.798[a]	.636	.635	2.578

a. *Predicators: (constant), Job satisfaction*
b. *Dependent variable: Continuance commitment*

Source: Author's analysis

From Table 4, the results of the analysis show that the correlation coefficient (R) has a value of 0.79; thus showing that as job satisfaction increase, continuance commitment increases among non-academic staffs i.e. there is a direct relationship between job satisfaction and continuance commitment of non-academic staffs. This implies that the non-academic staff are affected positively by job security, pay, challenges etc. The R^2 has a value of 0.636 which indicates that approximately 64% variance in continuance commitment among non-academic staff is explained by job satisfaction while the remaining 36% is accounted for by factors not specified in the model i.e. error term or stochastic variable.

Table 5: ANOVA[b] (Continuance Commitment)

Model		Sum of Squares	Df	Mean square	F	Sig.
1	Regression	3765.239	1	3765.239	566.449	.000[a]
	Residual	2153.657	324	6.647		
	Total	5918.896	325			

a. *Predicators: (constant), Job satisfaction*
b. *Dependent Variable: Continuance Commitment*

Source: Author's analysis

The ANOVA in table 5 reveals that there is statistically significant effect of job satisfaction on continuance commitment and that the regression model is statistically significant in terms of "goodness of fit" (F_1, 324 = 566.449), (p-value=0.000<0.05); hence, hence, the null hypothesis (H_0) is rejected. It is therefore affirmed that job satisfaction have significant effect on the continuance commitment of non-academic staff in tertiary institutions in Ekiti State.

Table 6: Regression Coefficients Result (Continuance Commitment) Coefficients[a]

Model	Unstandardized coefficient		Standardized coefficient	T	Sig
	B	Std. Error	Beta		
1 (constant)	8.036	.575		13.979	.000
Job satisfaction	.594	.025	.798	23.800	.000

a. *Dependent variable: Continuance commitment*

Source: Author's analysis

Table 6, the unstandardized and standardized beta coefficient of job satisfaction are 0.594 and 0.798 with t-statistic = 23.800 and (p-value=0.000<0.05). This result shows that the independent variable (job satisfaction) significantly and positively influence the dependent variable (continuance commitment) among non-academic staff, that is, the predictive ability of job satisfaction on continuance commitment is positive and job satisfaction is a key determinant of continuance commitment among non-academic staff.

The simple regression of the model is shown below as;

$$CC = 8.036 + 0.594JB$$

Where: CC = continuance commitment and JB = Job Satisfaction.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study investigated the effect of job satisfaction on organisational commitment among non-academic staffs of tertiary institution in Ekiti State. The focus of this study was to examine the effect of job satisfaction on affective and continuance commitment of non-academics staffs in tertiary institutions. It was discovered that other factors aside pay/salary can lead to job satisfaction of non academic staff. These are job security, supervision, job enrichment, job challenges. The result found that job satisfaction has more statistical significance on continuance commitment than affective commitment likewise having a more positive effect on continuance commitment than affective commitment.

The correlation result indicated that job satisfaction is more positively correlated to continuance commitment than to affective commitment. This suggests that job satisfaction has a greater influence on continuance commitment. Overall, it was evidenced from the findings that job satisfaction plays a vital role on organisational commitment among non-academic staff. However, it is still noteworthy to make recommendations in spite of the positive outcome of job satisfaction on organisational commitment.

Recommendations

The recommendations are highlighted as follows:

i. The top-level management of the tertiary institutions should frequently put into consideration the feelings of the non-academic staff towards their job, in order to know strategies to put in place that enhance their productivity and increases job satisfaction.
ii. Enriching and enlightenment programme that would increase the proficiency of the non-academic staff should be introduced by the tertiary institutions.
iii. The management should grant promotion based on merit and also give them allowances to augment their monthly take-home pay.
iv. Tertiary institutions should make the non-academic staff feel a sense of belonging by ensuring that all offices and positions of the non-academic staff are given due recognition and expressing their contributions to any success achieved.

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