
JOB SATISFACTION, TURNOVER INTENTION AND ORGANIZATIONAL COMMITMENT

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Abstract

This study investigated the nature of relationships among employees' job satisfaction, turnover intention and organizational commitment. The study also examined the influence of employees' job satisfaction and turnover intention on organizational commitment. A sample which consists of 320 employees (male, n=220, female, n=100) of Lagos State University was selected randomly. Employees responded to items on Job Satisfaction Scale (JSS), Turnover Intention Scale (TIS) and the Organizational Commitment Scale (OCS) and the Pearson's Product Moment correlation coefficient and multiple regression analyses were used to analyze collected data. Four hypotheses were tested and the results show that there is a significant positive relationship between employees' job satisfaction and turnover intention. No statistically significant relationship was found between employees' job satisfaction and the three dimensions of organizational commitment. It also established that there exists significant relationship between turnover intention and organizational commitment. Also there was significant influence of employees' job satisfaction and turnover intention on organizational commitment. It was recommended that LASU management must put in place measures for staff to be satisfied with their jobs and perceive their daily work decent at all-time; this will apparently reduce turnover intention of the workers and engender organizational commitment.

Keywords: Job Satisfaction, Turnover Intention, Organizational Commitment, Lagos State University

INTRODUCTION

Employees' commitment is crucial for the survival of any business in this globalizing age. A business organization that focuses solely on investment in physical resources, as opposed to human resources, is narrow-minded. Gregory (2011), observed that a high rate of employee commitment is directly linked to a lower turnover rate. It has been noted that owing to good fabrication facilities or superior products are usually not enough to ensure an edge over contenders or rivals. Since production facilities can be duplicated, cloned, or reverse-engineered, they may no longer provide sustainable advantage (Buono & Bowditch, 2003). Greer (2001) noted that Quinn, Doorley and Paquette (1995) argued that justifiable improvement generally comes from outstanding depth in selected human abilities and capabilities, information bases, or other strengths that competitors cannot reproduce. Inference can be made from this supposition that there is

recognition of the importance of having superior human resources that are treasured, exceptional, unique, and non-substitutable. There is little doubt that organizations will need to spend heavily on their human resources in order to gain competitive advantage over their rivals.

Experience and knowledge of concerns in employees' commitment, how to retain valuable employees and make them satisfied should be what academic institution owners in Nigeria most especially Lagos state should focus on so as to produce valuable, sustainable, rare and inimitable intellects and for their institutions to be ranked among top flight in the world.

STATEMENT OF THE PROBLEM

Over the years it has been observed that organizations have been concerned with profit maximization at the expense of employees' commitment and satisfaction. This negligence has amounted to employees' leaving the organization in search of other

institution that cares.

Employees' job commitment as an attitude is crucial for the efficiency of any organization who wants to have competitive advantage in this globalizing world. Discussions of people overtime shows that employees' commitment has been taken with levity in virtually all sectors of the Nigerian economy. Ordinarily, higher productivity can be induced by incentives like good pay, promotion, helpful environment, car loans, housing loans, research grants and training and development efforts. All these have desirable effect on workers' commitment. Academic institutions, especially state owned institutions do not often take into consideration the satisfaction of their employees and they are not bothered whether the staff is committed or not. Also, there have not been adequate opportunities for workers to complain of their dissatisfaction. Instead, the ideological and repressive state apparatuses are used to clamp the complaints down.

Employees' dissatisfaction resulting in having turnover intention and lack of commitment to work goes beyond economic losses to the academic institution but it spreads continuing concerns to the workers themselves, their families and their friends.

Hence, the objective of this study is to investigate the association between employees' job satisfaction, turnover intention and organizational commitment.

RESEARCH HYPOTHESES

The following hypotheses will be tested to verify the relationship between the variables under consideration:

- H1:** There is significant relationship between employees' job satisfaction and organizational commitment.
- H2:** There is significant relationship between turnover intention and organizational commitment.
- H3:** There is significant relationship between employees' job satisfaction and turnover intention.
- H4:** There is significant effect of employees' job satisfaction and turnover intention on organizational commitment.

REVIEW OF LITERATURE

This section reviews organizational commitment, Job satisfaction and turnover intention theoretical backdrop to help understand the literary construct.

Organizational Commitment

This is a belief by an individual or an employee to work with his or organization and labor effortlessly for the organization's survival. Employees' commitment is very essential for the existence of any organization that wants to maximize profit, wants better customer service and workforce stability. Organizational commitment of an employee is aided by its job satisfaction and non-turnover intention. It is also the feeling of devotion that employees have towards the organization they work for, which largely depends on the extent to which they believe in the values, norms, orientations and aims of the organization and feel personally involved in the mission of making the organization prosperous (Kumar, Ramendran and Yacob, 2012).

Three Component Theory

The three component theory was developed by Mayer and Allen in (1990). This theory depicts commitment as a multifaceted inner perception with its three major components, theorized as affective, continuance, and normative organizational commitment (Baksh, 2010). WeiBo, Kaur, and Jun (2010) advanced that this method has its origins in earlier studies of Becker (1960) and Porter et al (1974).

The three component theory as promoted by Meyer and Allen (1990) noted that affective commitment is concerned with the employees' positive attachment to an organization. They observed further that affective commitment is the "wish" component of organizational commitment. An employee who is affectively committed stalwartly recognizes with the objectives of the business and wishes to continue to be part of the business.

On the other hand, Continuance Commitment is the "essential" element or the advantages versus damages of working with an organization. WeiBo et al. (2010), noted that this continuance commitment intended to evaluate the degree to which employees feel committed to their organizations by virtue of costs that they feel are

associated with leaving. We would appreciate the fact that an employee doesn't understand while they would stay by an organization when they have gotten plethora of opportunities (Meyer & Allen, 1990).

For the normative commitment, the individual commits to and remains with an organization because of feelings of obligation. These feelings may arise from an employee's personal decision. For instance, an employee that has been invested in by a way of training and development might feel the moral obligation to stay with the organization as a sign of appreciation.

While affective commitment may be said to signpost satisfaction with aspects of the organization, normative and continuance commitment relates commitment with stay or leave issues.

Job Satisfaction Theory

Employees' job satisfaction is about how contented a worker is with his/her job. It is a feeling that appears as a result of the perception that a job meets the material, social and psychological needs to a worker. It shows that some people get satisfied with their jobs if their desires are met and they are emotionally balanced. Employee job satisfaction leads to higher organizational commitment of employees and high commitment leads to overall organizational success (Saari and Judge, 2004).

The Value-percept theory

This theory argues that job satisfaction is perceived as whether a job supplies what you value, or that employees' values would determine what satisfies them on the job (Locke, 1976). That was why Aziri (2008), sees job satisfaction as a feeling that appears as a result of the perception that job enables the material and psychological needs.

Colquitt, Lepine, and Wesson (2009), noted that the theory can be summarized with the following equation:

$$\text{Dissatisfaction} = (V_{\text{want}} - V_{\text{have}}) (V_{\text{importance}})$$

They said further that in this equation, V_{wants} replicates how much of value an employee wants, V_{have} shows how much of that value the job supplies, and $V_{\text{importance}}$ reflects how essential the value is to the employee. Big differences between wants and haves will create dissatisfaction.

Turnover Intention Theory

Turnover intention is the intent of an employee to leave an organization in search of a new job and is explained by the social exchange theory.

Social Exchange Theory

Perez (2008), observed that the theory is premised on the supposition that social behavior is the result of an exchange process, which sole purpose is to maximize benefits and minimize costs. The theories according to Cook and Rice (2006), can be traced to the works of Homans (1961) and Blau (1964).

Cook and Rice (2006), paraphrasing Homans (1961), noted that social exchange is an activity, tangible or intangible, and more or less rewarding or costly, between at least two persons. This presupposes that exchange can be understood in terms of materials and non-materials possessions. Perez (2008), noted that someone that gives much will be expecting at least the same amount in return and someone who receives a lot from others will be expected to give much more in return.

Review of empirical literatures

One fundamental question in organizational behavior literature that has preoccupied scholars and researchers is; why do people get dissatisfied and not being committed to their organization?

Many scholars and researchers have come up with plethora of works to show the relationship that exists between employees' job satisfaction and turnover intention on organizational commitment.

Some of the most influential empirical studies on the subjects are Chatman and O'Reilly (1990); Martin and Roodt (2008); Azeem (2010); Aydogdu and Asikgil (2011); Lumley, Coetzee, Tladinyane, and Ferreira (2011); Yi, Natarajan, and Gong (2011); Kaplan, Ogut, Kaplan, and Aksay (2012); Salleh, Nair, and Harun (2012); Yücel (2012); Oyewobi, Suleiman, and Muhammad-Jamil (2012); Adekola (2012); Ramay (2012); Eslami and Gharakhani (2012); Kaufman and Martin (2013) Almigo, Khan, and Hamzah (2014); Folorunso, Adewale, and Abodunde (2014); Azeem and Akhtar (2014); Zopiatis, Constanti, and Theocharous (2014); Hartmann, Rutherford, Feinberg, and Anderson (2014); Habib, Aslam, Hussain, Yasmeen, and Ibrahim

(2014); Amundsen and Martinsen (2014); Kim, Im, and Hwang (2015); Cahyono (2015); Chan and Mai (2015); Joo, Hahn, and Peterson (2015); Omonijo, Oludayo, Uche, Eche, and Ohunakin (2015); Khan and Jan (2015); and Olusegun (2015).

Analysing data with Pearson Product Moment Correlation coefficient and multiple regression for instance, Azeem (2010) investigated the nature of relationships of job satisfaction and organizational commitment among 128 employees in the service industry; in the sultanate of Oman. He found a moderate significant positive relationship among job satisfaction facets, demographic factors and organizational commitment. He also observed further that supervision, pay, overall job satisfaction, age and job tenure to be the significant predictors of organizational commitment. Chatman and O'Reilly (1990), focused on a multiform study of building organizational commitment using ANOVA and their results showed a significant positive relationship between strong organizational recruitment, socialization practices and individual commitment.

Martin and Roodt (2008), explored the perceptions of organizational commitment, job satisfaction and turnover intentions in a post-merger South African tertiary institution using the Kolmogorov-Smirnov test, structural equation modeling and the step-wise linear regression. Their study reported that commitment does not correlate more strongly than satisfaction does with turnover intention. Aydogdu and Asikgil (2011), assessed the empirical relationship among job satisfaction, organizational commitment and turnover intention in the production and service provider sector using the correlation and regression analysis, found that job satisfaction has a significant and positive relationship with the three dimensions of organizational commitment and that turnover intention has a significant and negative relationship with job satisfaction and organizational commitment.

Lumley et al. (2011), used the cross-sectional survey and a convenience sampling technique of 86 employees at four ICT companies in South Africa to discover the relationship between employees' job satisfaction and organizational commitment. The study found a number of significant relationships between the two variables using the correlational and step-wise analysis.

Kaplan et al. (2012), examined the relationship between

job satisfaction and organizational commitment. Their study found a positive and significant correlate between job satisfactions to normative commitment. Furthermore, no significant relationship was found between job satisfaction and continuance commitment using the correlation analysis and regression analysis found that job satisfaction had a positive effect on affective commitment. Salleh et al. (2012), in their study on job satisfaction, organizational commitment and turnover intention on employees of a retail company in Malaysia; established that respondents were moderately satisfied with job satisfaction facets such as promotion, work itself, co-workers and supervisors but were unsatisfied with salary. They also found a moderate commitment level with considerably high intention to leave the organization. All satisfaction facets except for co-workers and organizational commitment were significantly and negatively related to turnover intention. Yücel (2012), scrutinized the relationships among job satisfaction, organizational commitment and turnover intention of 250 employees of a manufacturing company in Turkey. Structural equation modeling was used to analyze the collected data and found out that job satisfaction is one of the most antecedents of organizational commitment and turnover intention; furthermore, the results suggest that high levels of job satisfaction results in higher commitment and lower turnover intention. So, job satisfaction positively influences on affective commitment, continuance commitment and normative commitment while it negatively has an impact on turnover intention.

Eslami and Gharakhani (2012), advanced in their study on the impact of job satisfaction on organizational commitments and found that promotions, personal relationships and favorable conditions of work have positive and significant effects on organizational commitments. Martin and Kaufman (2013), found significant relationships between employee job satisfaction, organizational commitment and intention to quit. Suma and Lesha (2013), investigation indicated that satisfaction with work-itself, quality of supervision and pay satisfaction had significant positive influence on organizational commitment. Saeed, Waseem, Sikander, and Rizwan (2014), found that job satisfaction and leader membership exchange has a direct negative influence on turnover intention. Almigo et al. (2014), discovers that

there is no significant relationship between job satisfaction and organizational commitment. They noted that, the higher job satisfaction and organizational commitment is, the lower the tendency to stop working, and vice versa. Azeem and Akhtar (2014) findings showed a moderate level of organizational commitment among the 210 respondents. They found further that job satisfaction facets and organizational commitment are found to be positively related. Zopiatis et al. (2014) work utilizing the structural equation modeling, positive correlations were found between job involvement, affective and normative commitment; intrinsic and extrinsic job satisfaction. In addition, negative associations between affective organizational commitment, extrinsic job satisfaction and turnover intention was not supported. Habib et al. (2014) affirm in their study that the nature of organization significantly affects job satisfaction and turnover intentions. Amundsen and Martinsen (2014) in their study found that agreement in ratings of empowering leadership was not found to be related to subordinate's job satisfaction and turnover intention. Dominguez, Mariana, Diego, and Fernández (2014) in their evaluation of 48 studies from 15 different countries with a sample of 35804 employees; they found 89 different variables influencing the intention to leave of employees in an organization. Cahyono (2015), examined turnover intention and their antecedents using the locus of control as moderation, the study used the structural equation modeling and linear structural relation to confirm the moderating effects related to turnover intention. The tests indicated a stronger influence of job satisfaction on turnover intention and organizational commitment among those with an internal locus of control than those with an external locus of control.

Joo et al. (2015) found a modestly negative but significant correlations between the contextual factors and turnover intention. Contextual factors are organizational support, developmental feedback and job complexity. They also found that core self-evaluations are negatively related to turnover intention. Khan and Jan (2015) in their inquiry found that job satisfaction facets such as pay, promotion and work environment are most significant factors shaping organizational commitment of nurses in teaching hospital. They added that some other factors are playing a secondary role in

predicting organizational commitment such as work, coworker and supervision.

Empirical works within the Nigerian context such as Oyewobi et al. (2012) upholds that a strong positive relationship exists between adequate recognition opportunities and feeling of accomplishment derived from the job with the r-value of 85%. Also, Adekola (2012) discovered that employees in public universities have greater degree of organizational commitment in comparison to the private universities. In addition, that job satisfaction increase or decrease in organizational commitment. The paper deployed the MS Excel to conduct the three-step analysis.

Omonijo et al. (2015) probed the problem of turnover intention among administrative personnel in a private faith-based higher institution using the chi-square, they found out that 86.6% of the respondents were not comfortable working without adequate fringe benefits as against 7.8% who were comfortable. Olusegun (2015), found that there are significant relationships between job satisfaction and turnover intention. Furthermore, the study using the chi-square analytical technique revealed that there was no significant difference in the turnover intention of library personnel by their place of work i.e. federal and state universities.

Gap in Literature

Empirical literatures on the relationship as well as influence of employees' job satisfaction and turnover intention on organizational commitment appears debatable, covering a gamut from positive, negative, to moderate influences. This trend might not be unconnected with the dependence of earlier studies on the direct relationship between employees' job satisfaction and organizational commitment or organizational commitment and turnover intention without linking the three variables together given the important role that employees' job satisfaction and turnover intention will play on organizational commitment. More so, the diversity of results can also be traced to methodological issues and adoption of MS Excel, Chi-Square e.t.c method of analyses and the populations from which data were derived.

This study employs the correlation and regression methods of analyses to examine the effects of

employees' job satisfaction and turnover intention on organizational commitment dimension. Unlike previous studies which doesn't focus on challenging environment like Nigeria, this study is unique by filling the literature gaps while focusing on a public/state owned university where it is needed that employees' are dissatisfied with their work and want to leave at the slightest opportunity.

In general, this study is unique especially by extending the frontier of literature towards providing answers to questions that does not only link employees' job satisfaction and turnover intention on organizational commitment but also focuses on a state owned university in Nigeria where such study has been given limited attention. Ultimately, this study bridges the empirical gap that currently exists with regard to limited sampling size and issues of employees' job satisfaction-turnover intention-organizational commitment nexus.

METHOD

The study used the descriptive survey design which is ex post facto in nature. A sample size of 320 (three hundred and twenty) respondents comprising male and female staff of the Lagos State University, were sampled for this study using the purposive and simple random sampling techniques.

	Male	Female	TOTAL
Academic Staff	120	60	180
Non-Academic Staff	100	40	140
Total	220	100	320
Grand Total	320		

The simple random sampling techniques ensured that every member of the population under consideration has an equal chance of being selected for the sample (Olaniyonu, Abari, & Gbenu, 2008; Taiwo, Oluwo, & Olateju, 2006).

Data was collected using three scales. The scales were designed in such a way that it obtained the needed information on the subject matters from the respondents. The items in the scales used were existing measurement

of the 3 (three) variables; employees' job satisfaction, turnover intention and organizational commitment. The Spector's (1994) Job Satisfaction Survey (JSS), with 36 items was used for the measurement of the employees' job satisfaction variable while the Mobley, Horner, & Hollingsworth (1978) Turnover Intention Measurement Scale (TIMS) with 3 items was used for assessing the turnover intention and the Meyer and Allen (1990) commitment Scale with 24 items and 3 dimensions (affective commitment, continuance commitment and normative commitment) was used for measuring organizational commitment. The scales were rated with the likert scale of 1-5 (strongly disagree-1, disagree-2, Undecided-3, agree-4, agree-5). A total number of four hundred questionnaires were administered while three hundred and twenty instruments (320) (80%) were returned, and were found usable for this study.

A pilot study was conducted to ascertain the reliability and validity of the research instruments. A total of one hundred and fifty questionnaires (150) were administered on the targeted population but 90 (60%) questionnaires were returned which were found useable for the pilot study. The test of reliability carried out using the SPSS 20 statistical tool showed a Cronbach Alpha of 0.72 Commitment Scale while Job Satisfaction Survey has 0.75 and Turnover Intention Measurement Scale have an internal reliability of 0.78 which shows that the instruments were internally consistent and reliable. Also, factor analysis showed the Kaiser-Meyer-Olkin measure of sampling adequacy of 0.553 for employees' job satisfaction, 0.662 for turnover intention and 0.656 for organizational commitment which was the acceptable percentage.

The collected data was analyzed using the regression and correlation analysis. The SPSS 20 version was used to compute the correlation and regression of the variables and results presented in tables 1, 2, 3, 4, 5 and 6.

RESULTS PRESENTATION AND INTERPRETATION

The hypothesis which states that there is significant relationship between employees' job satisfaction and turnover intention, was tested using the Pearson Product Moment Correlation and the SPSS output is in table 1.

Formula of Coefficient of correlation

$$r = \frac{(n \sum xy - \sum x \sum y)}{(\sqrt{n \sum y^2 - (\sum y)^2} \sqrt{n \sum x^2 - (\sum x)^2})}$$

Hypothesis one states that there is significant relationship between employees' job satisfaction and organizational commitment was tested using the Pearson Product Moment Correlation and the SPSS output is in table 1.

Table 1: Relationship between Job Satisfaction and Organizational Commitment.

JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT		JOB_SATISFACTION	ORGANIZATIONAL_COMMITMENT
JOB_SATISFACTION	Pearson Correlation	1	.074
	Sig. (2-tailed)		.189
	N	320	320
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	.074	1
	Sig. (2-tailed)	.189	
	N	320	320

** Correlation is significant at the 0.01 level (2-tailed).

In hypothesis one, the result showed that there is no statistically significant relationship between employees' job satisfaction and organizational commitment. P-value is (0.189). This implies that job satisfaction has no significant relationship with organizational commitment. Therefore, the null hypothesis is accepted and the alternate hypothesis is rejected.

Table 2: Relationship between Turnover Intention and Organizational Commitment.

TURNOVER INTENTION AND ORGANIZATIONAL COMMITMENT		TURNOVER_INTENTION	ORGANIZATIONAL_COMMITMENT
TURNOVER_INTENTION	Pearson Correlation	1	-.191**
	Sig. (2-tailed)		.001
	N	320	320
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	-.191**	1
	Sig. (2-tailed)	.001	
	N	320	320

** Correlation is significant at the 0.01 level (2-tailed).

In hypothesis two, the result showed that there is a relationship between turnover intention and organizational commitment. This is so because the p-value (0.01) is lesser than p-value (0.05). This implies that turnover intention has a significant but negative relationship with organizational commitment. Therefore, the null hypothesis is rejected and the alternate hypothesis is accepted. The implication of this is that the lower turnover intention is, the higher organizational commitment and vice versa.

The third hypothesis states here is significant relationship between turnover intention and organizational commitment was tested using the Pearson Product Moment Correlation and the SPSS output is in table 3.

Table 3: Relationship between Job Satisfaction and Turnover Intention.

JOB SATISFACTION AND TURNOVER INTENTION		JOB_SATISFACTION	TURNOVER_INTENTION
JOB_SATISFACTION	Pearson Correlation	1	.201**
	Sig. (2-tailed)		.000
	N	320	320
TURNOVER_INTENTION	Pearson Correlation	.201**	1
	Sig. (2-tailed)	.000	
	N	320	320

** Correlation is significant at the 0.01 level (2-tailed).

Testing hypothesis three, result showed that there is a positive relationship between employees' job satisfaction and turnover intention. This result is significant at p-value (0.000). This implies that job satisfaction has a positive and significant relationship with turnover intention. Therefore, the null hypothesis is rejected and the alternate hypothesis is accepted.

Table 4: Model Summary of Regression analysis between Job satisfaction, turnover intention and organizational commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.223 ^a	.050	.044	.41663

At the above table, R value is the correlation coefficient between the dependent variable and the independent variables taken together. The correlation coefficient (R Value) for this study is 0.223%. The R value is positive and has a low correlation between dependent variable (organizational commitment) and independent variables (Employees' job satisfaction and turnover intention).

R square indicates the extent or percentage of the independent variables which can explain the variance in

the dependent variables. In this study, independent variables (Employees' job satisfaction and turnover intention) can explain 5% variance in dependent variable (organizational commitment). However, it still leaves 95% unexplained in this study. In other words, there are other additional variables that are important in explaining organizational commitment that have not been considered in this study.

Table 5: Coefficients of Regression between Job satisfaction, turnover intention and organizational commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.830	.199		14.232	.000
1 JOB_SATISFACTION	.136	.065	.117	2.088	.038
TURNOVER_INTENTION	-.081	.021	.214	-3.838	.000

A. Dependent Variable: Organizational_commitment

Table 5 above shows that turnover intention is the predictor variable that contribute the highest to the variation of the dependent variable (Organizational commitment) because Beta value (under standardized coefficient) for this predictor variable is the largest (-0.214) if compare to other predictor variable (employees' job satisfaction).

Employees' job satisfaction is the predictor variables that contribute the second highest to the variation to the dependent variable (organizational commitment) because Beta value (under standardized coefficient) for this predictor variable is the second largest (0.117).

Table 6: ANOVA of Regression between Job Satisfaction, turnover intention and organizational commitment

Table 6: ANOVA of Regression between Job Satisfaction, turnover intention and organizational commitment						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.871	2	1.435	8.269	.000 ^b
	Residual	55.025	317	.174		
	Total	57.896	319			
a. Dependent Variable: ORGANIZATIONAL_COMMITMENT						
b. Predictors: (Constant), TURNOVER_INTENTION, JOB_SATISFACTION						

Table 6 above is the ANOVA value, F (8.269) calculated is greater than F (6.22) tabulated, therefore, job satisfaction and turnover intention has a significant effect on organizational commitment of LASU

employees'. This implies that employees' job satisfaction and turnover intention has an effect on organizational commitment.

DISCUSSION OF FINDINGS

Hypothesis one indicated that there is no significant relationship between employees' job satisfaction and the three dimensions of organizational commitment. This result is supported by the study of Kaplan et al. (2012). They found that job satisfaction does not have a significant effect on continuance commitment which is a component of the organizational commitment. Also, their study found a significant correlation between affective commitment, normative commitment and job satisfaction, which this result negates.

The findings in this work suggests that though, the university employees' might have a psychological or emotional connection to identification and participation in the organization and have a sense of responsibility as noted by Allen and Meyer (1997), but they are not satisfied with the status quo and need a change in the organization's principles and procedures. They might want to continue working for the organization based on the years that they have spent or premised on the fact that the Nigerian economy is dwindling. This outcome is contrary to the study of Lumley et al. (2011) who used a cross-sectional survey and a convenience sampling technique. Their study found a number of significant relationships between job satisfaction and organizational commitment. Their results might be so because 86 employees were selected from four ICT companies as against this current study which pulled all its respondents from one organization.

Hypothesis two states that there is a significant but negative relationship between turnover intention, affective and continuance organizational commitment. But turnover intention has insignificant negative relationship with normative organizational commitment. This result supports the findings of (Jehanzeb, Rasheed, & Rasheed, 2013; Newman, Thanacoody, & Hui, 2011) who found a statistical significant relationship between the intent to leave and organizational commitment. In addition, the study of Salleh et al. (2012) found a negative but significant relationship of organizational commitment to turnover intention.

Hypothesis three shows that there is a significant positive relationship between employees' job satisfaction and turnover intention. This result is in line with the study carried out by Olusegun (2015), who found out that there

exists a significant relationship between job satisfaction and turnover intention. Intrinsic and extrinsic rewards are necessary to get staff satisfied. Extrinsic rewards are argued to be satisfiers. Some extrinsic rewards include; environment, quality of supervision, pay e.tc as noted by Ting (1997) helps to increase job satisfaction which apparently reduces turnover intention of workers in the university. Other satisfiers should be put in place which will make employees' turnover intention reduce to the barest minimum. The job motivators should include; adequate benefits and compensations, timely promotion, good infrastructural development, effective communication channel between management and staff, equal treatment of all staff without prejudice. Also, the study of Alexander, Lichtenstein, Oh, and Ullman (1998) corroborates this findings in their work on nurses turnover intention. They found out that it's the non-satisfaction of nurses with co-worker and physical hazard that causes their intention to quit.

On hypothesis four, after a multiple regression analysis it was observed that employees' job satisfaction and turnover intention have positive impact on organizational commitment. Also, turnover intention contributes more to the variance with regards to the effect of job satisfaction and turnover intention on organizational commitment. This findings is in line with the studies of Saeed et al. (2014), DeConinck and Bachmann (2011), Mosadeghrad, Ferlie, and Rosenberg (2008). They all found significant relationship between the three variables. In the study of Aydogdu and Asikgil (2011) they found out that job satisfaction has a significant and positive relationship with the three dimensions of organizational commitment and that turnover intention has a significant and negative relationship with job satisfaction and organizational commitment. In this study, it is observed that job satisfaction has no significant relationship with organizational commitment but turnover intention has a positive significant influence on organizational commitment. Job satisfaction trait seems to take the 'back-stage' in employees' decisions. Moreover, someone may contemplate that individual's turnover intention is a complex phenomenon which can only be understood better by the individual. The uniqueness and specificity of the academic environment, volatile socio-economic circumstances of LASU, as well as, other

‘uncontrollable’ factors, may affect such an intention and reinforce a turnover culture having bad effects for the organization.

CONCLUSION AND RECOMMENDATIONS

In light of the present challenges that has engulfed many organizations in the public and private sectors of the economy; there exists grave concern regarding how to maximize profit using limited cost. In maximizing profit, the satisfaction of their employees’ must not be taken with levity. Employees’ job satisfaction and the reduction of the employees’ turnover intention must be reduced to the barest minimum. The tenets of organizational commitment should be related to employees. Psychological contract and organizational citizenship behavior should be preached by the employers for workers to know that there exists a mutual benefit.

Job satisfaction at work now has been relegated to the individual to make him or herself satisfied at work and the organizational commitment of employees’ has been an employee personal opinion. If any person has to come up with the question that; is there any need for employees’ commitment? The answer to this type of question of-course should be simple-the basic survival of every organization whether public or private limited, before today and in the foreseeable future lies in how well its work force is satisfied and committed to meet the objectives of the organization. This explains why the human resource department in today’s organization is becoming a focus of the company’s core functions. Satisfied and committed employees are needed in the rapidly changing business world where conflict is the issue confronting most managers. Most organizations now consider their human resources as their most valuable assets (a strategic or competitive advantage).

Therefore, in order to effectively and efficiently utilize this strategic asset, satisfaction and commitment of the employees’ are required. They should be committed so their turnover intent can be jettisoned.

This paper clarified what employees’ job satisfaction, turnover intention and organizational commitment means. It did an empirical literature review to advance empirical evidences on the variables and bring out the gaps in literatures. This study employs the correlation

and regression method of analysis to understand the effects of employees’ job satisfaction and turnover intention on organizational commitment dimensions.

Unlike previous studies which doesn’t focus on challenging environment like Nigeria. This study is unique by filling the literature gaps while focusing on a public/state owned university that its employees’ are dissatisfied with their work and want to leave at the slightest opportunity; and also through investigating the relationships between employees’ job satisfaction, turnover intention and organizational commitment.

In view of the above, the following suggestions are recommended to the university owner and policy makers which will help increase organizational commitment, employees’ job satisfaction and reduce turnover intention of workers.

The recommendations are as follows; that to remain competitive in the academic industry by long retention of employees there is need for workers to have job satisfaction to engender greater organizational commitment. Also, LASU management must put in place measures for staff to be satisfied with their jobs and perceive their daily work decent at all-time; this will apparently reduce turnover intention of the workers.

Other recommendations as advanced by the committee on needs assessment of Nigerian public universities led by (Mahmood et al., 2012) are; that recurrent allocation to the university should be improved to create window for more recruitment of academics so that LASU issue of having a staff-student ratio of 1:114 can be ameliorated. The implication of having more allocation and added staff is premised on the fact that existing staff who have much workload on them would get it reduced which will engender job satisfaction and organizational commitment. Furthermore, that the LASU conditions of service be made competitive and attractive so as to attract and retain the best employees.

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