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THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN MOGADISHU, SOMALIA

Case Study: University of Somalia (UNISO)

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ABSTRACT

The aim of this research is to investigate the relationship between job satisfaction and organizational commitment. The research took three aims which are: To investigate the relationship between job satisfaction and affective commitment in Mogadishu Somalia, To investigate the relationship between job satisfaction and normative commitment in Mogadishu Somalia, To investigate the relationship between job satisfaction and continuance commitment in Mogadishu Somalia., The study was conducted through correlation Research Design. The purpose affecting the variables is affected in this work and facilitated to attain all the aims of the research. However, this study used quantitative approach; This research employed quantitative data collection method whereby data were pulled together by the use of closed ended questionnaires which were self-dispensed. 95 questionnaire were collected from employees of University of Somalia (UNISO) to evaluate the relationship between the dependent variable "Affective commitment, Continuance commitment, Normative commitment" and the independent variable "Job satisfaction", In the final the result of correlation analyzes of relationship between job satisfaction and organizational commitment shown that job satisfaction has positive and strongly correlate with the organizational commitment ($r=.556$, $p<0.00$ and $\alpha \leq 0.01$). Thus the researchers recommend University of Somalia Managers to give employees satisfactory opportunities for development and advancement such as encouraging independent thinking through giving them more job autonomy and work freedom.

KEYWORDS: Job Satisfaction, Organizational Commitment, Affective commitment, Continuance commitment, Normative commitment

INTRODUCTION

Over the last three decades, organizational commitment and job satisfaction have generated a lot of interest among researchers. Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well (Ebru Evrensel Inanca, Elif Ozdilek, 2015).

Through workers, organizations can garner a competitive advantage. Committed employees take pride in organizational membership, believe in the goals and values of the organization, and therefore display higher levels of performance and productivity in the eyes of employees they believe that they have done a lot for their organization and they also have emotional involvement in their organization. However, their management has very little involvement in their growth and development of employees. Many managers have little understanding of how to satisfy their employees and how these employees' satisfaction levels influence their intention to leave their positions. In fact, because of this limited understanding, managers' efforts toward employee satisfaction can sometimes create more dissonance than cohesion between employees and management, leading to decreased performance and excessive employee turnover (Dinah Jeruto Kipkebut, 2010).

The employees of organization are index of superiority of that organization also suggest that the continued interest is a result of the belief that if properly managed, employee commitment can result in benefits such as leadership effectiveness, improved employee performance, reduced turnover and absenteeism. This pursue to exploit the potential organizational benefits has resulted in the large number of studies that focus on the nature of employee commitment (Ghina Septia Filiana, 2016).

Several studies based on western research have shown that work related factors are major determinants of job satisfaction, organizational commitment and turnover intentions among employees. There is, however, limited research on this topic in Sub-Saharan Africa, and Kenya, in particular. The prevailing view is that the African cultural context is different from

Western culture such that western-derived and tested arguments cannot be used to explain and understand organizational problems in developing African countries (Ghina Septia Filiana, 2016).

Job satisfaction and organizational commitment of teachers is one of the important factors for improving the quality of education, teachers' occupational success and students' educational successes; because there is a direct relationship between these factors and their performances. Satisfactions are important factors in predicting and understanding of organizational behavior that help supervisors in the identification of potential problems. The employees of organization are index of superiority of that organization also suggest that the continued interest is a result of the belief that if properly managed, employee commitment can result in benefits such as leadership effectiveness, improved employee performance, reduced turnover and absenteeism. This pursue to exploit the potential organizational benefits has resulted in the large number of studies that focus on the nature of employee commitment (Ghina Septia Filiana, 2016).

Thus, this study aims To investigate the relationship between job satisfaction and organizational commitment in Mogadishu Somalia.

LITERATURE REVIEW

Job satisfaction has been defined in a number of ways. Defined job satisfaction as the positive orientation of an individual towards the role, which he/she is presently occupying, while define it as "the degree to which the employee is satisfied and happy with his job". Job satisfaction can also be defined as "a pleasurable or positive emotional state, resulting from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, providing these values are compatible with one's physical and psychological needs" In a similar way, scholars such as (Louise M. Iden, 2014).

Defined in the following way. The popular definition of job satisfaction is given, who defined job satisfaction as a pleasure of positive emotional state resulting from the appraisal of one's job experience. This definition consists of both cognitive (an appraisal of one's job) and affective (emotional state) elements, denoting the degree to which individuals feel positive or negative about their jobs. (Ilk Kayit Tarihi, 2015)

This is probably the most widely investigated job attitude. As literature suggested that satisfaction maybe defined as "a positive emotional state resulting from employees' appraisal of their jobs" As noted by social scientists, work satisfaction is a work outcome that focuses on employees' responses to their job experiences. In addition to the above definition, job satisfaction is also defined as a positive emotional state

resulting from employees' appraisal of their jobs Job satisfaction can be defined as an individual's total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization (Louise M. Iden, 2014)

A person with high job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold negative attitudes towards their job Different scholars define in different terms, for example, the study of job satisfaction can be traced who theorized that job satisfaction is a function of motivators, which contribute to job satisfaction and hygiene, which lead to job dissatisfaction. (Mabasa Fumani Donald, Mabasa Engetani Lucia, 2016)

Job satisfaction has identified two aspects to understanding the concept of job satisfaction, namely, facet satisfaction and overall satisfaction. These two concepts are explained as follows: Facet satisfaction refers to the tendency for an employee to be more or less satisfied with various facets or aspects of the job Overall satisfaction focuses on the general internal state of satisfaction or dissatisfaction within the individual (Mabasa Fumani Donald, Mabasa Engetani Lucia, 2016).

Organizational commitment is a multidimensional construct comprising three components: affective, continuance and normative. Affective commitment has been defined as an employee's emotional attachment to identification with and involvement in the organization. Employees with a strong affective commitment will remain in the organization because they want to. Furthermore presents a precise, clear definition of organizational commitment, which he qualifies as being an individual identification with and involvement in an organization. He emphasizes that it is made up of three distinct factors: a strong belief in and acceptance of the organization's values and aims; a significant willingness to work hard for one's organization ; and a desire to remain a member of it. The other great advantage of the concept, as shown by numerous research projects, is that it has a strong correlation with better performance at work as well as a significant negative (Ilk Kayit Tarihi, 2015).

Organizational commitment is also defined as a concept of exchange, also known as the reward-value model Just as employers are concerned with the employees' loyalty and contribution to the company, found evidence that employees are concerned with how the company values their contributions and look after their well-being through a reward system. A person with certain needs, desires and skills (work values) joins an organization where he or she can use his or her abilities and satisfy one's basic needs (work rewards) that the employer provides for Rewards can be directly

associated with the job itself, for example through work challenges, work responsibilities, and supportive co-workers (Dinah Jeruto Kipkebut, 2010)

However, if an organization fails to meet a person's expectations, one must expect that the job performance and the organizational commitment of the employee will weaken, and that the employee absenteeism will rise.

For any organization the most important challenge is to retain the talented work force. In order to retain talented work force it is very important to identify factors that affect commitment levels of employees. This study investigates the relationship between job satisfaction and organizational commitment in terms of academic staff at Arab Minch University. In addition, this study sought to determine level of job satisfaction and organizational commitment as well as difference of employees' score on organizational commitment based on demographics. Data was collected through self-administered questionnaire from a sample of 100 academic staff. These respondents were selected using both stratified and simple random sampling technique. Organizational commitment questionnaire (OCQ), job satisfaction survey (JSS) and demographic questionnaire were administered to the respondents and the data collected were analyzed statistical analysis such as descriptive, Pearson product moment correlation coefficient, and independent T-test and ANOVA. Findings of the study indicate that, employees were found to be most satisfied the relationship that they have with their coworkers, nature of the work and communication and less satisfied with pay they receive and promotion; and they enjoy average level of overall job satisfaction. The result of descriptive result indicates that employees score more on affective commitment, normative commitment and continuance commitment respectively. The result of correlation analysis revealed that there exist positive significant relationship between all facts of job satisfaction (promotion, supervision, fringe benefits, contingent rewards, relationship with coworkers, nature of the work and communication) except pay with organizational commitment. Moreover, strong positive and significant relationship was found between job satisfaction with affective and normative commitment, however no significant relationship was found with continuance commitment (TEKILE ABEBE & SOLOMON MARKOS, 2016)

The purpose of this study is to examine the relationship between components of organizational commitment and job satisfaction among employee at Higher Learning Education Institutions in Kelantan. Therefore this study could make important contribution to extant research in management and organizational behavior. In the beginning of this study, the purpose, research question, and the need for the study is given.

Then, literature is discussed about organizational commitment and job satisfaction that focusing on the relationship between them. The study generated a 96.3 percent response rate from 300 respondents. The result showed that affective, continuance and normative commitment that was not found to have significant positive relationship with job satisfaction (NORIZAN ISMAIL, 2012)

METHODOLOGY

The study was conducted through a correlation Research Design and employed probability sampling and technique used for simple Random sampling to select the sample size, The target population of this study was 126 selected from the employee of University Of Somalia cited from human resource department (H,R,M Ahmed Wali Abukar, 2017). The study used Slovene's formula to determine the ideal sample size for a population, and selected 95 respondents from the target population.

FINDINGS

Based on the findings in objective one presented that To examine the effective commitment scored Average mean 3.49 overall and this result indicates that the overall of objectives one in the selected organization was very good. Also the results of objective two presented that To determine the continuance commitments scored Average mean 3.25 overall and this result indicates that the overall of objectives one in the selected organization was good, While the findings in objective three presented that To investigate the normative commitment scored Average mean 4.18 overall and this result indicates that the overall of objectives one in the selected organization was very good.

Based on the findings job satisfaction scored Average means 3.81 overall and this result indicates that the overall of objectives one in the selected organization was very good.

In the final the result of correlation analyzes of relationship between job satisfaction and organizational commitment shown that job satisfaction has positive and strongly correlate with the organizational commitment ($r=.556$, $p<0.00$ and $\alpha \leq 0.01$) the relationship between job satisfaction and organizational commitment in Mogadishu, Somalia.

CONCLUSION AND

RECOMMENDATIONS

Based on regression analysis, all the dimensions of organizational commitment clearly has positive and strongly correlate with the job satisfaction. Therefore, university of Somalia can use these results to shaping the employees satisfaction to the organization. In addition, the finding of this study also can help the organization in planning and developing the strategies to enhance the organizational commitment of the employees. It may become one of the tool and

guidance for further actions. This is important to keep the survival of the organization in the global era whereby nowadays it is not easy to make employees to feel obliged and become committed to the organization. So, new strategies must be developed from time to time and it depends on the result of this kind of study. Also Mangers should give employees satisfactory opportunities for development and advancement such as encouraging independent thinking through giving them more job autonomy and work freedom.

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