

Continuance Commitment and Employee Job Satisfaction of Supermarkets in Port Harcourt, Nigeria

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ABSTRACT

This study investigated the relationship between continuance commitment and employee job satisfaction of supermarkets in Port Harcourt, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population of the study was one hundred and fifty six (156) employees drawn from 10 selected supermarkets. A sample of one hundred and twelve (112) respondents was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Empirical findings revealed that continuance commitment positively and significantly influences employee job satisfaction of supermarkets in Port Harcourt, Nigeria. The study recommends that management of supermarkets in conjunction with the owners should ensure that there is periodic review of employee needs to facilitate improvement in quality of work life and rise in the satisfaction level of employee in supermarkets.

Keywords: Continuance Commitment, Job Satisfaction, Affective Job Satisfaction, Cognitive Job Satisfaction.

INTRODUCTION

The ability to attract and retain highly skilled employees is crucial for achieving company success in the contemporary competitive business environment (Alniaçık, ÜAlniaçık, Akçin & Erat, 2012). To align the human resource policies and practices with the strategic objectives of the organization, human resources managers are required to establish activities and make decisions that have a significant impact on the long-term success of the company. The intensification of competition necessitates that organizations engage individuals who possess exceptional skills, exhibit strong motivation, and demonstrate unwavering loyalty. These employees must be fully dedicated to the organization's success and has a long-term career plan within the company. The replacement of staff incurs substantial costs due to the substantial investment involved in the processes of locating, hiring, and training (Alniaçık, ÜAlniaçık, Akçin & Erat, 2012). However, it is anticipated that employees who are committed and loyal will behave in a manner that aligns with the organization's best interests. Hence, comprehending the manner in which employees shape and cultivate their career aspirations, as well as identifying the aspects that impact their motivation to advance their careers within the firm, are significant inquiries for human resources practitioners.

Continuance commitment is a crucial concept in understanding employee job satisfaction. According to Alnıaçık, Alnıaçık, Akçin, and Erat (2012), continuance commitment refers to an employee's perception of the costs associated with leaving an organization. It is based on the belief that leaving the organization would result in negative consequences, such as financial loss or a decline in social status. This perception can influence an employee's level of job satisfaction. When employees feel that the costs of leaving the organization outweigh the benefits, they are more likely to remain in their current job, even if they are not completely satisfied with it. This can have implications for employee morale and productivity. Managers and organizations should be aware of the factors that contribute to continuance commitment and take steps to ensure that employees feel valued and rewarded, thus increasing their job satisfaction.

Continuance commitment, which refers to an individual's perceived need to remain in an organization due to the costs associated with leaving, is influenced by various factors that can ultimately impact job satisfaction. According to Wayoi et al. (2021), one of the factors influencing continuance commitment is organizational support. When employees perceive that their organization values and supports them, they are more likely to feel a sense of obligation to remain in the job, leading to higher levels of continuance commitment. Another factor that influences continuance commitment is job security. Employees who perceive their job to be secure are more likely to develop a sense of attachment to the organization, as they believe that leaving the job would result in a loss of stability. Furthermore, the study highlights the role of perceived alternatives in influencing continuance commitment. If employees perceive that there are limited alternative job opportunities available to them, they are more likely to continue their commitment to the current organization. This is because they believe that leaving the job would result in difficulties in finding another suitable job. Ultimately, the presence of these factors can have a significant impact on job satisfaction, as employees who feel obligated to stay in their current job may experience lower levels of satisfaction if their needs and expectations are not met. Therefore, organizations should consider these factors when designing strategies to enhance employee commitment and job satisfaction. (Wayoi *et al.* 2021).

Enhancing employee job satisfaction is a crucial aspect of organizational success, and effective continuance commitment practices can play a significant role in achieving this goal. Continuance commitment refers to an employee's perception of the costs associated with leaving the organization, such as loss of benefits or seniority (Tsai et al. 2005). One strategy for enhancing job satisfaction through continuance commitment practices is to provide attractive compensation packages and benefits. Employees who perceive high levels of economic value in their job are more likely to develop a sense of continuance commitment, as they feel that the costs of leaving the organization outweigh the benefits (Tsai et al. 2005). Additionally, organizations can invest in training and development programs that enhance employees' skills and knowledge. By providing opportunities for growth and advancement, employees are more likely to develop a sense of continuance commitment towards the organization, as they perceive the costs of leaving to be higher in terms of their career development and future prospects (Tsai et al. 2005). Furthermore, fostering a positive organizational culture and promoting a supportive work environment can also contribute to enhancing job satisfaction through continuance

commitment practices. Employees who feel valued and supported are more likely to develop a sense of attachment and loyalty towards the organization, as they perceive the costs of leaving in terms of losing social support and a positive work environment. Therefore, the present study examined the relationship between continuance commitment and employee job satisfaction of supermarkets in Port Harcourt.

LITERATURE REVIEW

Theoretical Framework

Affective Event Theory

According to Thompson and Phua (2001) the affective event theory was developed by Psychologist Howard M. Weiss and Russell Cropanzano to explain how emotions and moods influence job satisfaction. The theory explains the linkages between employee's internal influences - cognitions, emotions, mental states and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, Van Dick, Fisher, West & Dawson, 2006). The theory further proposes that affective work behaviours are explained by employee mood and emotions, while cognitive-based behaviours are the best predictors of job satisfaction. In addition, the affective events theory emphasized that positive-inducing and negative-inducing emotional incidents at work are distinguishable and have a significant psychological impact upon workers job satisfaction. This resulted in lasting internal and external affective reactions exhibited through job performance, job satisfaction and organizational commitment. Rolland and De Fruyt (2003) research findings on personality in support of affective events theory shows that there are a number of factors that influence the theory.

Continuance Commitment (CC)

Bal, Sullivan & Harper, (2014) opined that continuance commitment is based on the perceived costs associated with discontinuing employment work with the organization. Kanter (1968) referred to continuance commitment as a cognitive orientation where costs are considered when leaving or remaining with the organization. Continuance commitment is seen as the commitment that is based on the cost that the employee is associated with when leaving the organization (due to high cost of leaving). And the potential antecedents of continuance include age, tenure, career satisfaction and intent to leave. Age and tenure can be seen as adopted predictors of continuance commitment, as a result of their roles as substitute measures of investment in the organization (Meyer & Allen, 1997). In the view of Madi, Hamilton, Squirrell, Mioulet, Evans, Lee & King, (2012), tenure indicates non-transferable investments that means close working relationship with co-workers, retirement investments, career investments and skills peculiar to the particular organization while age can be negatively related to the number of available job opportunities. Career satisfaction was said to provide a more direct measure of career related investments which could be at risk if the individual leaves the organization. They went further to assert that whatever employees perceive to as sunk costs, resulting from leaving the organization, are antecedents of continuance commitment.

Continuance commitment is further developed as the result of accumulated investments, or side-bets that would be lost if the individual discontinued a course of action, and as a result of lack of alternative to the present course (Powell & Meyer, 2004). Generally speaking, organization should ensure they build in more benefits for the welfare of staff

that will be viewed as high cost of leaving if they have such intention. Based on the foregoing, there is an evaluation of the associated cost or profit on the part of the employee investment as a condition for commitment to an organization.

Concept of Job Satisfaction

It is a general understanding that job satisfaction is an attitude towards job. In other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. A pleasurable or positive emotional state resulting from the appraisal of one's job and job experience. Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important. Job satisfaction is also defined as reintegration of affect produced by individual's perception of fulfilment of his needs in relation to his work and the surrounding it (Saiyaden, 1993). Organ and Hammer (1991) pointed out that job satisfaction represents a complex assemblage of cognition, emotion and tendencies.

Brief and Weiss (2002) suggested that employee reports of affect at work can be used to measure job satisfaction and that affective experiences while on the job are also a cause of job satisfaction. In other words, employee job satisfaction is the affective state of employees regarding multiple facets of their jobs (Brown & Peterson, 1993); so job satisfaction comprises employee feelings regarding multiple aspects of the job. There is also a cognitive component to job satisfaction (Organ & Near, 1985). This cognitive component is made up of judgments and beliefs about the job whereas the affective component comprises feelings and emotions associated with the job. Job satisfaction is also believed to be dispositional in nature. This dispositional viewpoint assumes that measuring personal characteristics can aid in the prediction of job satisfaction (Staw & Ross, 1985).

Measures of Job Satisfaction

Affective Job Satisfaction

One of the increases or key indicators of employee job satisfaction is affective. The affective component of attitudes account for the feelings or emotions employees associate with their jobs or attitude object as well as the valence of those feelings (Bagozzi, 1978). Positive affective (PA) reflects the extent to which a person feels enthusiastic, active, and alert. (Watson, Clark, & Tellegen, 1988). It is sometimes described as enjoying life and feeling fully engaged (Weiss & Cropanzo, 1996). High PA individuals tend to be extroverted, outgoing, and energetic (Yik & Russell, 2001). Not surprisingly, these individuals also display more social behavior (Watson et al., 1988) as PA has been linked to extroversion (Watson et al., 1988). Individuals high in PA also tend to be more satisfied with work and life in general as well as being sensitive to the frequency of rewards, suggesting they may orient towards the positive aspects of life (Watson et al., 1988).

Cognitive Satisfaction

Cognitive is a major indicator or sub-variable of employee job satisfaction. While affective is an important part of job satisfaction, cognitions plays a significant role as well. Cognitions are often characterized as the content of thoughts or beliefs about an attitude object or statement of fact in question, usually in comparison to a standard or expectation (Bagozzi, 1978; Weiss, 2002b; Weiss & Cropanzano, 1996). For example, if an employee

expects a certain level of autonomy in the way he/she works and is being micromanaged, the discrepancy between expected and perceived autonomy may lead to thoughts of dissatisfaction. They may be thought of as the rational, calculating part of attitudes that rely on unemotional comparisons (Hulin & Judge, 2003).

What do we know about cognitive is that it helps to develop attitudes as a function of assessable information (Salancik & Pfeffer, 1978). Salient (easily accessible) information has the biggest influence in decision-making (Salancik & Pfeffer, 1978), which may minimize the role of cognition, as it tends to be slightly less accessible than affect (Zajonc, 1980).

Continuance Commitment and Job Satisfaction

Studies have shown that the consequences of organizational commitment and job satisfaction include absenteeism, tardiness and turnover (Mowday, Porter & Steers, 1982; Lambert and Hogan, 2009). Employees with low commitment levels and who are dissatisfied with their jobs are expected to report high turnover rates, absenteeism and poor job performance. Employee turnover is costly to organizations, in terms of recruitment and selection costs, training of new employees, loss of the performance and expertise of skilled employees, and difficulty in attracting new employees if the reasons for the departure of former employees are such as to make others unwilling to work for the organization (Tetty, 2006; Lambert and Hogan, 2009).

As a result, the organization incurs the indirect costs of turnover which include increased use of inexperienced and/or tired staff, insufficient staffing resulting in decreased quality of services provided, decreased morale and loss of recruiting, training and socialisation investments. On the other hand, employee turnover can also provide positive changes in the organization through the creation of promotion opportunities, re-organization and restructuring of reporting lines and decision-making, and the infusion of new people with new ideas (Al-Omari, Qablan and Khasawneh, 2008).

Studies have found that organizational commitment and job satisfaction are inversely related to turnover intentions (Mowday *et al.*, 1979; Igbaria and Guimaraes, 1999; Meyer and Herscovitch, 2001). Employees, who are highly committed to their organizations and identify with the goals of the organization, have little reason to want to leave. Similarly, employees who have rewarding, meaningful and enjoyable jobs are less likely to quit as compared to employees who dislike their jobs. Mathieu and Zajac (1990) found that attitudinal commitment had a stronger negative correlation with intentions to leave than with calculative commitment. Karsh, Bookse and Sainfort (2005) found that turnover intentions had strong negative correlations with organizational identification, intrinsic job satisfaction and extrinsic job satisfaction. Igbaria and Guimaraes (1999) reported that employees who have insufficient information to perform their jobs adequately, unclear expectations of peers, ambiguity of performance evaluation methods, extensive job pressures and lack of consensus on job functions or duties among peers, supervisors and customers, may feel less satisfied with their jobs, less committed to the organization and have a high propensity to quit their organizations.

From the foregoing therefore, the study hypothesized thus:

H₀₁: There is no significant relationship between normative commitment and employee affective job satisfaction of supermarkets in Port-Harcourt.

H₀₂: There is no significant relationship between normative commitment and employee normative job satisfaction of supermarkets in Port-Harcourt.

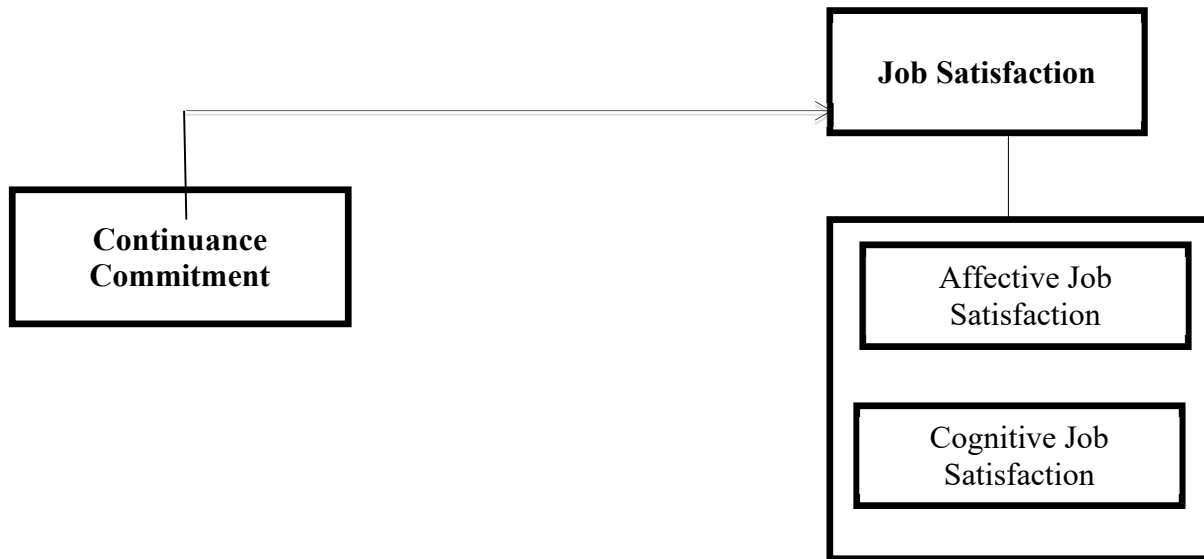


Fig.1 Operational framework for the hypothesized relationship between continuance commitment and job satisfaction
Source: Desk Research (2023)

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population of the study was one hundred and fifty six (156) employees drawn from 10 selected supermarkets. A sample of one hundred and twelve (112) respondents was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The reliability is shown below:

Table 1: Reliability Scores

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Continuance Commitment	4	102	0.887
2.	Employee Affective Job Satisfaction	4	102	0.871
3	Employee Normative Job Satisfaction	4	102	0.893
4.	Organizational Culture	4	102	0.861

RESULTS AND INTERPRETATIONS

Data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence level. Specifically, the tests cover a Ho1 hypothesis that was declared in the null form. A level of significance 0.05 is adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 2 Correlations Continuance Commitment and the Measures of Employee Job Satisfaction

			Continuance Commitment	Affective Job Satisfaction	Normative Job Satisfaction
Spearman's rho	Continuance Commitment	Correlation Coefficient	1.000	.899**	.834**
		Sig. (2-tailed)	.	.000	.000
		N	102	102	102
	Affective Job Satisfaction	Correlation Coefficient	.899**	1.000	.856**
		Sig. (2-tailed)	.000	.	.000
		N	102	102	102
	Normative Job Satisfaction	Correlation Coefficient	.834**	.856**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	102	102	102

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

Source: SPSS Output

Ho₁: There is no significant relationship between continuance commitment and affective job satisfaction in employee of supermarket in Port Harcourt.

The correlation coefficient (r) shows that there is a significant and positive relationship between continuance commitment and affective job satisfaction. The ρ value 0.899 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between continuance commitment and affective job satisfaction in employee of supermarket in Port Harcourt.

Ho₂: There is no significant relationship between continuance commitment and cognitive job satisfaction in employee of supermarkets in Port Harcourt.

The correlation coefficient (r) shows that there is a significant and positive relationship between continuance commitment and cognitive job satisfaction. The ρ value 0.834 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between continuance commitment and cognitive job satisfaction in employee of supermarket in Port Harcourt.

DISCUSSION OF FINDINGS

The test of hypotheses five and six in table (4.20), shows that there is a significant positive relationship between Continuance commitment and each of the measures of employee job satisfaction. The positive values of (0.899, 0.834) show the strength of the relationships between the variables. The P-value (0.00) is more than the level of significance at (0.05). Therefore, this suggests that a significant and positive relationship exists between Continuance commitment and job satisfaction. Hence, the null hypotheses were hereby rejected.

This finding is in line with Bal, *et al* (2014) who opined that continuance commitment is based on the perceived costs associated with discontinuing employment work with the organization. The outcome of this study also concur to the fact that Continuance commitment is based on the cost that the employee is associated with when leaving the organization (due to high cost of leaving). And the potential antecedents of continuance include age, tenure, career satisfaction and intent to leave. Age and tenure can be seen as adopted predictors of continuance commitment, as a result of their roles as substitute measures of investment in the organization (Meyer & Allen, 1997).

Furthermore according to other researchers, continuance commitment is said to relates to such terms of employment as job contract, which may make leaving the current job very costly and troublesome (Mullins, 2001). Continuance commitment is further developed as the result of accumulated investments, or side-bets that would be lost if the individual discontinued a course of action, and as a result of lack of alternative to the present course (Powell & Meyer, 2004) thereby agreeing with the existence of relationship between continuance commitment and job satisfaction which is to be derived by employees

CONCLUSION AND RECOMMENDATION

The importance of employees in any organization is of the opinion that today when most business organizations including supermarkets are passionate about total quality management in order to stay ahead of competition; very few organizations realize that their most precious assets are their employees. The need for continuance commitment in achieving job satisfaction is very obvious. The study concludes that a significant positive relationship exists between continuance commitment and job satisfaction of employees in supermarkets in Port Harcourt.

Therefore, the study recommends that management of supermarkets should explore the implementation of robust employee feedback mechanisms. Understanding employee perceptions and addressing concerns in real-time can contribute to an adaptive and responsive organizational culture, enhancing job satisfaction and commitment.

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