EMOTIONAL INTELLIGENCE AND JOB SATISFACTION AS PREDICTORS OF ORGANIZATIONAL COMMITMENT AMONG RESIDENT DOCTORS AT BENUE STATE UNIVERSITY TEACHING   HOSPITAL MAKURDI

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ABSTRACT
The study examined the influence of emotional intelligence and job satisfaction on organisational commitment among Resident Doctors at Benue state University Teaching hospital Makurdi, Nigeria. A cross sectional descriptive quantitative study of 73 Resident Doctors with age range   25-46years was carried out using a closed ended questionnaire. The result shows that job satisfaction independently significantly influenced organisational commitment($\beta=0.452, t=4.294, p<0.05$) but emotional intelligence did not independently significantly predict organisational commitment($\beta=0.196, t=1.866, p>0.05$). The study further revealed that emotional intelligence and job satisfaction jointly significantly influenced organisational commitment among Resident Doctors at Benue State University Teaching Hospital Makurdi ($F=11.268, p<0.05$) with($R=0.499$ and $R^2=0.227$). It was therefore recommended that more effort and resources should be channelled towards improving Job satisfaction among Resident Doctors in order to increase their commitment to the hospital.

Keywords: *Emotional Intelligence, Job Satisfaction, Organisational Commitment, Doctors, Nigeria*

1.Introduction
Resident doctors(RDs) are trainee medical graduates who have completed their mandatory one year practice under supervision (housemanship) in a recognised hospital and one year youth service if in Nigeria and have come back for further training to specialize in an aspect of medicine. They are middle cadre doctors interfacing between house officers(doctors on   housemanship) and Consultants(specialists).They are not permanent   staff   but they constitute a vibrant ,energetic and   large   physician workforce especially in specialist and teaching hospitals. They usually   reside within the hospital premises and are the first doctors any patient visiting the hospital encounters anytime of the day before seeing the specialist if necessary .The RD's   remuneration and working environment differs from one country to another and even within the same country it may vary from state to state or between   state   and federal employment .As a result of this variation ,there are frequent agitations and migrations by RDs seeking for equity and improvement in conditions of service .

2.Theoretical Background
Emotional intelligence   and   job   satisfaction are crucial variables that may like affect the commitment of RDs to work place which is the hospital. There are few studies that have explored the influence these variables may have on organisational commitment by this category of workers.

2.1 Emotional intelligence

Emotional intelligence (EI) is an emerging concept which has been defined and used in publications on management and leadership for past three decades. Some studies have demonstrated that emotional intelligence is one of the desirable virtues associated with success in life (Ranjbar, Bahrami, Hadizadeh, Arab, Nasiri, Amiresmaili & Ahmadi, 2012). Developing emotional intelligence among the staff can improve work place interpersonal relationships, solve many problems and promote industrial harmony among workers in health, education and management professions (Miri, Kermani, Khoshbakht & Moodi , 2013). There is a progressively increasing body of evidence regarding the importance of the emotional aspects of work in an organization. Although not many management researchers have embraced this concept, it has been used by administrative authorities in many workplaces to explain issues related to the job satisfaction, performance, absenteeism, organizational commitment and leadership (Carmeli, 2003).

2.2 Job satisfaction

Job satisfaction can be defined simply as the extent to which employees like their jobs. It is an emotional state of individuals that is enhanced by achieving favourable results at work and the feelings of belonging to a functioning work place. Traditional job satisfaction points to the feelings of an individual towards his/her job. Two sets of factors are considered to influence job satisfaction: intrinsic (recognition, tasks and responsibility) and extrinsic factors (working conditions, company policies and salary). Internal job satisfaction is an internal desire to perform a task which deals with pleasure and is related to internal motivation. External factors are defined as those external benefits provided to the professional staff by the organization. These factors are unrelated to the task and include money, good scores and other rewards (Golman, 2000). Hospitals that have higher job satisfaction scores among the employees may have a better resident doctor performance and more favorable outcomes. Studies have shown that high degree of emotional exhaustion can predict lower self-rated performance and higher intention to quit work which is a consequence of low job satisfaction (Golman 2000)

The variation in reward or remuneration from one location to another for the same work done is likely to   affect the emotional health of the RD at his work place . There may be a tendency for him or her to apply for jobs in so many   other institutions and be attending interviews   from one place to another while still working at a particular hospital.

 Hospital job satisfaction could be   a   predictor of resident doctor retention, a determinant of their commitment, and a contributor to resident doctor effectiveness. Job satisfaction decreases exhaustion, improves job performance, and may have a positive impact on patient outcomes. This survey aimed   at   examining emotional intelligence and job satisfaction as predictors of organizational commitment either individually or jointly in a setting where there may be differences being a relatively   new   state owned institution. The following were put forward as hypothesis;

 i. Emotional intelligence will influence organizational commitment of Resident Doctors at Benue State University Hospital Makurdi.

ii. Job satisfaction will influence organizational commitment of Resident Doctors at Benue State University Hospital Makurdi.

 iii. Emotional Intelligence and Job Satisfactions will jointly affect organisational commitment of Resident Doctors at Benue State University Hospital Makurdi.

3.METHOD
3.1Design
The cross sectional descriptive quantitative survey research method was used for this study. A self-administered questionnaire was delivered by hand to all the respondents. All respondents answered the same questions. The questions were from three standardized questionnaires one each on the variables emotional intelligence, job satisfaction and organisational commitment validated by renowned Psychologists. There were no ambiguities because the questions were written in simple English language and were devoid of technical terminologies.

3.2Participants
The study population was the entire resident doctors in fourteen departments in the hospital namely; Surgery, Internal Medicine, Obstetrics and Gynaecology, Family Medicine, Histopathology, Haematology, Chemical Pathology, Community Medicine, Anaethesia Microbiology, Radiology ,Accident and Emergency, Paediatrics and Ophthalmology Departments. The sample frame was obtained consisting of names of Resident Doctors employed in the hospital from Benue state university teaching hospital Makurdi personnel department. The sample was selected using simple random sampling technique.

3.3 Instruments
A structured self-administered questionnaire was used to collect primary data from participants. It consists of four sections.
Section A included socio-demographic characteristics consisting of five items; gender, age range, marital status, years of experience in residency training and department.
Section B was a quick emotional assessment of the participant via forty item questionnaire adapted for San Diego City College MESA program from a model by Mohapel (2015). It is divided into four subsections with ten items each namely: Emotional Awareness, Emotional Management, Social Emotional Awareness and Relationship Management. The options for each question are weighted 0 to 4 giving a maximum score of 40 for each subsection.
Section C was on Job satisfaction. The Minnesota Satisfaction Questionnaire (internal consistency 0.81) consists of 20 items and was developed by Weiss, Dawis, England and Lofquist in 1967.It is weighted 1to 5 ranging from Very dissatisfied to Very Satisfied.
Section D was on Organisational Commitment. The Organisational Commitment questionnaire consists of twenty three (23) items and was developed by Buchanan in 1974 with a reported coefficient alpha of .94 confirming the reliability of the instrument. The options are weighted 1 to 7 ranging from Strongly Disagree to Strongly Agree.
3.3.1 Validity
The questionnaires and their manuals have been validated by renowned Psychologists like Paul Mohapel (2015), Weiss, Dawis, England, Lofquist(1967) and Buchanan (1974). They have also been used by Scholars like. A.A Mogaji in his PhD thesis in 1997.

3.3.2 Procedure
The data for study were collected between 1st December and 15th December 2016.One Resident Doctor in each of the fourteen departments was trained to administer the questionnaire to their colleagues after the departmental morning meeting and then the author (a consultant orthopaedic surgeon in the hospital) and his house officer (doctor doing housemanship under him) would go out between 12noon and 2pm to collect the questionnaires completed for that day. Where the

questionnaires were not filled, another time was arranged for them to come and collect it. In situations of inadequate cooperation due to busy work schedule, phone calls were made to some of the doctors to persuade them. A total of 75 questionnaires were given out but only 73(97.3%) were retrieved because one Resident doctor declined consent to participate and the other one returned it late after analysis was completed. All returned questionnaires were properly filled. The other fourteen Resident Doctors excluded from the study were either on leave or on posting to another hospital at the time of the study.

4. DATA ANALYSIS
The data from the questionnaire were analysed using Statistical Package for the Social Sciences (SPSS) version15.Frequency distribution tables and descriptive statistics such as percentage, mean, and counts were used to describe the characteristics in the study subjects. This statistical package aids the understanding of raw data.
Multiple Regression was used to test the hypotheses because the variables under test are continuous variables. Conclusions were drawn on the results of the study. This was to enable a person clarify the nature of the strength of the contributions of independent variables in the dependent variable of the study.

4.1 Test of Hypotheses
Three hypotheses were stated and tested with Multiple Regression and the results are presented in Table 1 below.

Table 1. Mutiple Regression showing the independent and joint prediction of Emotional Intelligence and Job satisfaction on Organisational commitment among Resident Doctors at Benue State University Teaching Hospital Makurdi.

Criterion Variable	R	R^2	F	p	Beta	t	p
Emotional Intelligence					.196	1.866	.066
	.499	.249	11.268	.000			
Job Satisfaction					.452	4.294	.000

Hypothesis one stated that emotional intelligence would influence organisational commitment of Resident Doctors at Benue State University Teaching Hospital Makurdi. The result in Table 1 shows that emotional intelligence does not have an independently significant influence on organisational commitment among resident doctors in Benue State University Teaching Hospital Makurdi (β=0.196,t=1.866,p>0.05).The result disagrees with the hypothesis that emotional intelligence will independently and significantly influence organisational commitment of Resident Doctors at BSUTH Makurdi.
Hypothesis two stated that job satisfaction would significantly influence organizational commitment of Resident Doctors at Benue State University Hospital Makurdi. Result in Table 1 shows that Job Satisfaction independently predicted Organisational Commitment among Resident Doctors at Benue State University Hospital Makurdi(β=0.452,t=4.294,p<0.05).This result is in line with hypothesis stated in chapter earlier.

Hypothesis three stated that emotional intelligence and Job satisfaction would jointly and significantly influence Organisational Commitment among Resident Doctors at Benue State University Hospital Makurdi. Result in Table 1 indicated that emotional intelligence and Job satisfaction jointly and significantly predicted Organisational Commitment(F=11.268,p<0.05) with R=0.499 and R^2=0.227). Thus the two predictor variables jointly accounted for 22.7% of the variance in Organisational Commitment among Resident Doctors at Benue State University Hospital Makurdi

5.DISCUSSION

This study has shown that Emotional intelligence (EI) independently has no significant influence on Organisational commitment among Resident Doctors in Benue State University Teaching Hospital Makurdi. This is in agreement with some studies that showed emotional intelligence does not have influence on all aspect of organisational commitment, for instance continuance commitment (Carmelli, 2003). This finding also agrees with Wong and Law (2002) who showed that emotional intelligence did not associate significantly with organizational commitment in their study. Guleryuz et al. (2008) also found in his study that emotional intelligence does not have significant direct impact on organizational commitment. However, there are a number of studies that have shown influence of EI on organizational commitment (Nikolaou & Tsaousis, 2002; Abraham,2000; Gardner&Stough,2003; Plassidou,2010; Akbari,2014; Miandiab, 2016).The difference in the outcome may be due to the difference in the characteristics of the population studied. Resident doctors are trainees' relatively young doctors who are temporary staff and are always on the lookout for better training opportunities where they would be trained and probably be employed and settle down, develop their career and raise a family. Their expectations are usually very high because they keep comparing their organizations with others. This can lead to low continuance commitment which may be responsible for the findings in this study.

This study revealed that Job satisfaction independently has a significant influence on organisational commitment among Resident Doctors at Benue State University Teaching Hospital Makurdi. This finding is similar to a study carried out among Family physicians in Wisconsin in the United State of America(Karsh, Beasley, & Brown 2010) and among primary health care and Specialist physicians in the United states of America(Landon, Reschovsky, Blumenthal, 2003). A cross-sectional study among workers at Kazan University of Medical sciences in Iran also concluded that Job satisfaction of the employees affects the efficiency of the organizations which can enhance the level of organizational success, individual efficiency, employees' commitment to the organization and ability to learn occupational skills(Ghoreishi,Zahirrodine,Assorian,Moosavi&Mehrizi,2014).

This study further showed that emotional intelligence and job satisfaction jointly have a significant influence on organisational commitment among resident doctors at Benue State University Teaching Hospital Makurdi. This finding may be due to the overriding influence of Job satisfaction on organisational commitment. Job satisfaction has a strong direct positive effect on organizational commitment (Aghdasi,2011).

The commitment of Resident Doctors to their training institution is very important because of the vital role they play in the providing the much needed relatively cheaper services they render as part of their training. They work throughout the day and night and perform task of varying

sophistication depending on their extent and level of training. However, after an organization (hospital) has expended considerable resources in training some RDs, they may suddenly give a month notice and migrate to another hospital in search of better working environment that will give them Job satisfaction. On the other hand, they frequently paralyses activities in the hospitals as a result of strike while demanding for better conditions of service. A comprehensive, uniform residency program with good working conditions both at the state and federal hospital will improve Job satisfaction and commitment to the organizations by this category of workers.

The aim of this study was to determine if emotional intelligence and job satisfaction will have influence on organization commitment among RDs at Benue State University Teaching Hospital Makurdi.

Through a descriptive cross sectional quantitative study, the influence of emotional intelligence and job satisfaction on organizational commitment was studied among seventy three RDs through a self-administered questionnaire.

Descriptive and inferential statistical methods were used to analyse the data from the study. The following are the main findings: Job satisfaction was found to independently and jointly with emotional intelligence influence organizational commitment among Residents doctors at Benue State University Teaching Hospital Makurdi.

   However, emotional intelligence independently was not found to have significant influence on organizational commitment among Resident Doctors at BSUTH Makurdi.

5.1 Implication/ Recommendations

   There is need to improve the curriculum of residency training including overseas postings as it was done in the1970s so that Resident doctors can be exposed to the best training both at home and abroad. This may improve their skills, capabilities and job satisfaction. Healthcare centres within the country should acquire modern equipment like computerized tomographic scans(CT scans) and magnetic resonance imaging (MRI) so that they can improve their quality of care and attract and retain Resident Doctors who are usually eager to learn and practice which these equipment. This will improve both job satisfaction and organisational commitment. The provision of incentives like salary ,opportunities for employment after residency and promotion should be made uniform in the state and federal hospitals to reduce migration of Resident Doctors from state to federal hospitals.

   There is need for the specialist (consultants) who are the supervisors of the residents to be more available to guide and impart knowledge and skills on these younger doctors. This is because it is the quality human resources that determine the worth of an institution. This can be strategy to improve job satisfaction and retention of the Resident Doctors.

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APPENDICES

Appendix A-Questionnaire

Section A: Socio-demographic data.
1.   Gender
      a.   Male   [ ]
      b.   Female   [ ]
2.   Age range
      a.21-30   [ ]
      b.31-40   [ ]
      c.41-50   [ ]
      d.51-60   [ ]
3.   Marital status
      a.   Single   [ ]
      b.   Married   [ ]
      c.   Divorced   [ ]
      d.   Widowed   [ ]
4.   Years of experience in Residency training.
      a.   0-2yrs   [ ]
      b.   3-5yrs   [ ]
      c.   6-8yrs   [ ]
      d.   9-11yrs   [ ]
      e.   Above 11yrs [   ]

Section B: The Quick Emotional Intelligence Self - assessment adapted for San Diego city College from a model by Paul Mohapel(paul.mohapel@shaw.ca).

The Quick Emotional Intelligence Self –Assessment*

*Adapted for the San Diego City College MESA Program from a model by Paul Mohapel (paul. mohapel @shaw.ca)

Emotional intelligence (referred to as **EQ**) is your ability **to be aware of,** **understand** and **manage your emotions.**

Rank each statement as follows:	0(Never)	1(Rarely)	2(Sometimes)	3(Often)	4(Always)

Emotional Awareness- Total: -----------

0	1	2	3	4	My feelings are clear to at any given moment
0	1	2	3	4	Emotions play an important part in my life
0	1	2	3	4	My moods impact the people around me
0	1	2	3	4	I find it easy to put words to my feelings
0	1	2	3	4	My moods are easily affected by external events
0	1	2	3	4	I can easily sense when I'm going to be angry
0	1	2	3	4	I readily tell others my true feelings
0	1	2	3	4	I find it easy to describe my feelings
0	1	2	3	4	Even when I'm upset, I'm aware of what's happening to me
0	1	2	3	4	I am able to stand apart from my thoughts and feelings and examine them

Emotional Management-Total: -----------

0	1	2	3	4	I accept responsibility for my reactions
0	1	2	3	4	I find it easy to make goals and stick with them
0	1	2	3	4	I am an emotional balanced person
0	1	2	3	4	I am a very patient person
0	1	2	3	4	I accept critical comments from others from becoming angry
0	1	2	3	4	I maintain my composure, during even stressful times
0	1	2	3	4	I an issue does not affect me directly, I don't let it bother me
0	1	2	3	4	I can restrain myself when I feel anger towards someone
0	1	2	3	4	I control Urges to overindulge in things that could damage my well being
0	1	2	3	4	I direct my energy into creative work or hobbies

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0	1	2 3	4	I find it easy to put words to my feelings
0	1	2 3	4	My moods are easily affected by external events
0	1	2 3	4	I can easily sense when I'm going to be angry
0	1	2 3	4	I readily tell others my true feelings
0	1	2 3	4	I find it easy to describe my feelings
0	1	2 3	4	Even when I'm upset, I'm aware of what's happening to me
0	1	2 3 4		I am able to stand apart from my thoughts and feelings and examine them

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0	1	2 3	4	I accept responsibility for my reactions
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0	1	2 3	4	I am an emotional balanced person
0	1	2 3	4	I am a very patient person
0	1	2 3	4	I accept critical comments from others from becoming angry
0	1	2 3	4	I maintain my composure, during even stressful times
0	1	2 3 4		I an issue does not affect me directly, I don't let it bother me
0	1	2 3	4	I can restrain myself when I feel anger towards someone
0	1	2 3	4	I control Urges to overindulge in things that could damage my well being
0	1	2 3 4		I direct my energy into creative work or hobbies

Social Emotional Awareness- Total: -----------

0	1	2	3		4	I consider the impact of my decision on other people
0	1	2	3		4	I can tell easily tell if the people around me are becoming annoyed
0	1	2	3		4	I sense it when a person's mood changes
0	1	2	3		4	I am able to be supportive when giving bad news to others
0	1	2	3		4	I am generally able to understand the way other people feel
0	1	2	3		4	My friends can tell me intimate things about themselves
0	1	2		3	4	It genuinely bothers me to see other people suffer
0	1	2		3	4	I usually know when to speak and when to be silent
0	1	2		3	4	I care what happens to other people
0	1	2		3	4	I understand when people's plans change

Relationship Management: -----------

0	1	2	3		4	I am able to show affection
0	1	2	3		4	My relationship are safe places for me
0	1	2	3		4	I find it very easy to share my deep feelings with others
0	1	2	3		4	I am good at motivating others
0	1	2	3		4	I am a fairly cheerful person
0	1	2	3			It is easy for me to make friends
0	1	2		3	4	People tell me I am sociable and fun
0	1	2		3	4	I like helping people
0	1	2		3	4	Others can depend on me
0	1	2		3	4	I am able to talk someone down

My EQ strengths! Mark your EQ total scores to assess your strengths and areas for improvement.

Domain	Score																			
Emotional Awareness	0	2	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38 40
Emotional Management	0	2	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38 40
Social Emotional Awareness	0	2	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38 40
Relationship Management	0	2	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38 40

Measure your effectiveness in each domain using the following key:

0 – 24 Area for Enrichment: *Requires* attention and development

25 – 34 Effective Functioning: Consider *strengthening*

35 – 40 Enhanced Skills: Use as *leverage* to develop weaker areas

Using your EQ strength – for your strongest EQ domain, give an example of how you demonstrate your strength in your daily life or work: _____

_____

_____

Effects of your EQ strength – for your weakest EQ domain, give an example of how this affects you AND others in your daily life or work: _____

_____

_____

Improving your EQ strength – for your weakest EQ domain, what steps can you take to strengthen yourself in this area? How will this benefit you in your daily life or work? _____

_____

_____

For help in developing your EQ strengths, visit the City College Mental Health Counseling Center (Room A-221)

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ORGANIZATIONAL COMMITMENT SECTION

The numbers stand for:

1)	-	Strongly Disagree
2)	-	Moderate Disagree
3)	-	Slightly Disagree
4)	-	Not Sure
5)	-	Slightly Agree
6)	-	Moderately Agree
7)	-	Strongly Agree

1. This Organization has a fine tradition of public Service---------------------------------1 2 3 4 5 6 7
2. If I had my life to live over again, I would still choose to
   work for this organization--- 1 2 3 4 5 6 7
3. I really feel as if this organization's problem are my problems------------------------1 2 3 4 5 6 7
4. I fell a sense of pride in working for this Organization----------------------------------1 2 3 4 5 6 7
5. The record of this Organization is an example of what dedicated people
   can achieve---1 2 3 4 5 6 7
6. I would advise a young college graduate to choose a Management
   career in this Organization--1 2 3 4 5 6 7
7. The major satisfaction in my life comes from my job----------------------------------1 2 3 4 5 6 7
8. I do what my job description requires, This organization does not have
   the right to expect more--- 2 3 4 5 6 7
9. I don't mind spending half an hour past quitting time if I can finish a task ---------1 2 3 4 5 6 7
10. The most important things that happen to me involve my work --------------------1 2 3 4 5 6 7
11. I live, eat and breath my job--1 2 3 4 5 6 7
12. Most things in life are more important than my work---------------------------------1 2 3 4 5 6 7
13. As long as I am doing the kind of work I enjoy, it doesn't matter what particular
    Organization I work for---1 2 3 4 5 6 7
14. I feel a strong sense of loyalty towards the Organization -----------------------------1 2 3 4 5 6 7
15. If another Organization offered me more money for the same kind of work, I'
    would almost certainly accept--1 2 3 4 5 6 7
16. I have always felt that this organization was a cold, unfriendly place to work------1 2 3 4 5 6 7
17. Over the years I have grown fond of this organization as a place to live and
    work --1 2 3 4 5 6 7
18. Generally speaking, my career in this Organization has been satisfactory---------1 2 3 4 5 6 7
19. I have warm feeling towards this Organization as a place to live and work--------1 2 3 4 5 6 7
20. I have no particular feeling or sentiments towards this Organization at all---------1 2 3 4 5 6 7
21. My loyalty is to work not to any particular organization -----------------------------1 2 3 4 5 6 7
22. Few Organization can match this one as a good place to live and work-------------1 2 3 4 5 6 7
23. Based on what I know now and what I believe I can expect, I would be quite
    Willing to spend the rest of my career with this Organization----------------------1 2 3 4 5 6 7

B. Buchanan (1974)

OCS MANUAL

Organizational Commitment (OC)

Author: B. Buchanan (1974)
Purpose: To measure organizational commitment.
Description: The 23-item inventory is designed to assess the extent to which a worker is affectively attached to the achievement of the goals and values of an organization, with particular emphasis on the role the worker actively plays in the process of the achievement. The inventory assesses three components of commitment which are

(a) Identification - adopting organizational goals as ones personal goals
(b) Job involvement - being psychologically immersed in work-role activities.
(c) Loyalty - affection and attachment to an organization

Administration
OC should be administered individually or in groups after establishing adequate rapport with the clients. Please encourage items to read and follow the instruction at the top of the test form. You (the professional) may need to help young or semi-literate clients to carry out the instruction. There is no time limit or complexity.

OC Scoring
There is direct scoring and reverse scoring of the items.

(a) Direct Scoring: add together the values of the numbers shaded in the relevant items. For example, if in items 8, 9, 10, 11, 12, 13, 14, 15 the numbers shaded are 2, 4, 1, 6, 7, 4, 5, 3 respectively, the score for the direct items is 2+4+1+6+7+5+3 = 32

(b) Reverse Scoring: Change the values of the number from 1, 2, 3, 4, 5, 6, 7 to 7, 6, 5, 4, 3, 2, 1 respectively and add together the reversed values of the numbers shaded in the relevant items. For example, if in items 16, 17, 18, 19, 20, 21, 22, 23 the numbers shaded are 2, 4, 1, 6, 7, 1, 5, 3 respectively, the score for the eight items is 6+4+7+2+1+7+3+5 = 35

(c) Direct Score (items: 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 14, 17, 18, 19, 22, 23)

(d) Reverse score items: 8, 12, 13, 15, 16, 20, 21

(e) The items for the scales are:
(i) Identification   1 - 6
(ii) Job Involvement   7 - 12
(iii) Loyalty   13 - 23

(f) Add together the result of the direct and reverse score items for each of the scales to obtain the score for the particular scale.

(g) The overall organizational commitment score is the addition of the scores of the three scales

Psychometric Properties
Buchanan (1974) provided part of the psychometric properties for the British samples while the other part of the properties were provided, through extrapolation, by sources from which some of the scales were derived. The properties for the Nigerian samples were also extrapolated from those provided by Mogaji (1997) for inventories equivalent in content to OC.

Norms
The norms reported here are the mean scores obtained by workers in the general population and extrapolated from OC by Cook and Wall (1980) which is a shorter version of OC by Buchanan (1974)

Scales	British Samples	Nigerian Samples
	M(n=390)	M&F(n=600)
Identification	30.80	25.87
Involvement	33.98	28.54
Loyalty	46.31	38.90
Overall	114.05	95.48

Reliability
Buchanan (1974) reported coefficients alpha of .86, .84, .92 and .94 for Identification, Involvement, Loyalty and OC, all test respectively.

Validity
Cook and Wall (1980) correlated OC with Overall Job Satisfaction by Warr, Cook and Wall and obtained a concurrent validity coefficient of .62. The two inventories are replicated shorter versions of the OC reported here.

Interpretation
The Nigerian norms or mean scores are the basis for interpreting the scores of clients

Scores higher than the norms indicate adequate aspects of Organizational Commitment

References
1. Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organization. *Administrative Science Quarterly*, 19, 533-546.

2. Cook, J. & Wall, T.D. (1980). New work attitude measures of trust, organizational commitment and personal need non-fulfillment. *Journal of Occupational Psychology*, 53, 39-52.

3. Mogaji, A.A. (1997). *Effects of organizational climate on employees' commitment, involvement and motivation in some Nigerian manufacturing industries.* Unpublished Ph.D. Thesis, University of Lagos.

4. Warr, P.B., Cook, J. & Wall, T.D. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. *Journal of Occupational Psychology*, 52, 465-476.

MINNESOTA SATISFACTION QUESTIONNAIRE

INSTRUCTION: The following are statements designed to find out how you fill about your Organization or institution. It is not a test, so there is a no right or wrong answers, please read each statement carefully and SHADE the Appropriate number to the right of the statement to indicate how you feel about your Organization.

The numbers stand for:

1)	-	Very Dissatisfied
2)	-	Dissatisfied
3)	-	I am not sure
4)	-	Satisfied
5)	-	Very Satisfied

1. Being able to keep busy all the time---1 2 3 4 5
2. The chance to work alone--1 2 3 4 5
3. The chance to do different thing from time to time--1 2 3 4 5
4. The chance to be 'Somebody' in the community--1 2 3 4 5
5. The way my boss handles His/her woks---1 2 3 4 5
6. The competence of my Supervisor in making decision ---1 2 3 4 5
7. Being able to do things that don't go against my conscience --1 2 3 4 5
8. The way my job provides for steady employment ---1 2 3 4 5
9. The chance to do things for other people --1 2 3 4 5
10. The chance to tell people what to do ---1 2 3 4 5
11. The chance to do something that makes use for my abilities--------------------------------------1 2 3 4 5
12. The way company policies are put into practice --1 2 3 4 5
13. My pay and the amount of work i do--1 2 3 4 5
14. The chances for advancement on this job ---1 2 3 4 5
15. The freedom to use my own judgement--1 2 3 4 5
16. I The chance to try my own methods of doing the job---1 2 3 4 5
17. The working conditions---1 2 3 4 5
18. The way my Co-workers get along with each other---1 2 3 4 5
19. The praise i get for doing good job--1 2 3 4 5
20. The feeling of accomplishment get from the job --1 2 3 4 5

DEVELOPED BY WEISS, DAWIS, ENGLAND AND LOFQUIST (1967)

MSQ . MANUAL

The MSQ was adapted for the use of professionals in Nigeria after several years of research at restandardizing it in order to enhance its suitability and relevance for Nigerians. This short version of the MSQ manual reflects the outcome of the adaptation.

No. 21 September, 1997

Minnesota Satisfaction Questionnaire (MSQ)

Authors: D.J. Weiss, R.V. Davis, G.W. England, & L.H. Lofquist (1967).

Purpose: To measure job satisfaction.

Description

The 20-item inventory is the short version of the 100-item inventory earlier developed by the authors. According to the authors, MSQ is designed to assess job satisfactoriness which is the fulfilment a worker derives from his/her input into the job environment and job satisfaction which is the fulfilment the job environment provides a worker. Three components of the fulfilment may be obtained with the inventory. They are:

(a) Intrinsic Satisfaction (I)
(b) Extrinsic Satisfaction (E)
(c) General Satisfaction (G)

Administration

MSQ should be administered individually or in groups after establishing adequate rapport with the clients. Please encourage them to read and follow the instruction at the top of the test form. You (the professional) may need to help young or semi-literate clients to carry out the instruction. There is no time limit for completing MSQ.

Scoring

(a) The items are scored directly by adding together the values of the numbers shaded in the relevant items that constitute each of the three components. For example, if in items 7, 8, 9, 10, 11, 12, the numbers shaded are: 3, 2, 4, 5, 1, 2 respectively, the score for the six items is 3+2+4+5+1+2 = 17

(b) I items: 1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16, 20

(c) E items: 5, 6, 12, 13, 14, 19

(d) G items: All the 20 items

Psychometric Properties

Weiss et al. (1967) provided the psychometric properties for American Samples while Mogaji (1997) provided the properties for Nigerian Samples.

Norms

The norms reported here are the mean scores obtained by workers in the general population.

Reliability

Weiss et al. (1967) reported interval test-retest reliabili- .89, a one-year interval co and the median of the reliability coefficients pres- the American samples. The test-retest reliability coeffi for Nigerian samples are p

Scales	American Samples	
I	.86	
E	.80	
G	.90	

Validity

By correlating the general s of MSQ with the overall Description Index by Smi the concurrent validity obtained by Wanous (197 Samples = .71 and by Mo Nigerian Samples = .50

Interpretation

The Nigerian norms or n the basis for interpreting clients. Scores higher, th indicate adequate job sati particular component of the

Scales American Samples

Scales	American Samples	
I	47.14	
E	19.98	
G	74.85	

M&F(n=1,723)