The Relationship between Organizational Commitment and Job Satisfaction in National Oil Corporation of Libya

Dr. Adel Mohamed Ali Shurbagi, and Dr. Ibrahim Bin Zahari

Abstract—The purpose of the study is to investigate the relationship between organizational commitment and job satisfaction in National Oil Corporation of Libya. This research was carried out by measuring the data gathered from the five point likert scale. The Three Components Organizational Commitment Questionnaire (TCOCQ) was used to measure the three dimensions of organizational commitment such as affective, continuance and normative commitment, while (JSS) was used to measure job satisfaction. Quantitative survey method was applied and a sample of 227 employees of National Oil Corporation of Libya was selected to answer the instrument. SPSS software was used to analyze the data collected based on descriptive statistics (mean, standard deviation, percentage, Correlation and Regression). The empirical results indicate that the relationship between organizational commitment and job satisfaction in National Oil Corporation of Libya is positive significant relationship, while the dominant commitment in NOC of Libya is affective commitment.

Keywords—Job Satisfaction, Notational Oil Corporation of Libya, Organizational Commitment.

I. INTRODUCTION


II. PROBLEM STATEMENT

The petroleum sector is the most important sector in Libya. Libya is one of the most important oil-producing countries in Africa and in the world, and that the interest in this sector is very important. Therefore, the relationship between organizational commitment and job satisfaction has attracted considerable interest from both academics and practitioners. Much of the interest on these variables is based on the results of the previous studies which have asserted that these concepts may have an impact on the organizations performance ( Lok and Crawford 2001; Yousef 2001).

Furthermore, Yet no study has been conducted to investigate the relationship between organizational commitment and job satisfaction in petroleum sector in the Middle East in general or in Libya in particular. This study, therefore, is unique as it will help to fill this gap in an effort to improve the understanding this relationship in Libyan setting. Based on the foregoing, the relationship between organizational commitment and job satisfaction were not explored intensively enough in NOC of Libya.

III. RESEARCH OBJECTIVES

This paper has three objectives; the first aim is to determine the nature of the relationship between organizational commitment and job satisfaction in NOC of Libya. The second aim is to determine the nature of the relationship between three component of organizational commitment and five facets of job satisfaction in NOC of Libya. The third aim is to determine the dominant commitment in NOC of Libya. Based on the research objectives stated, the following research questions were addressed:

Q1. Is there any relationship between organizational
commitment and job satisfaction in NOC of Libya?

Q2. Is there any relationship between three component of organizational commitment and five facets of job satisfaction in NOC of Libya?

Q3. Which the component of organizational commitment is dominating in NOC of Libya?

IV. LITERATURE REVIEW

A. Organizational Commitment

The topic of organizational commitment has become immensely popular in the past two decades through interest of researchers and practitioners in the field of management (Mowday et al., 1982; Meyer and Allen 1991). Organizational commitment has been researched in various contexts; including (a) Perceived Organizational Support (O’Driscoll and Randall 1999), (b) Performance Among Guest Workers (Shawa, et al., 2003), (c) Job Outcomes (Wasti, 2005), (d) Trust, Innovative Behavior (Lee, 2008), (e) Organizational Culture and Leadership Style (Lok and Crawford 1999), and (f) Job Satisfaction (Lim, 2010). Some of these studies pointed out that organizational commitment have a positive relationship with these variables.

B. Definition of Organizational Commitment

Organizational commitment, like most other concepts in social sciences, has no single or unique definition. It has been defined differently by different authors. For instance, Kanter (1968) described ‘cohesion commitment’ as ‘the attachment of an individual's fund of affectivity and emotion to the group’. While Buchanan (1974) conceptualized commitment as a partisan, affective attachment to the goals and values of the organization to one's role in relation to the goals and values, and to the organization for its own sake, apart from its purely instrumental worth. Porter et al. (1974) defined organizational commitment as the strength of an individual's identification with and involvement in a particular organization. Such commitment can generally be characterized by at least three factors:

a. A strong belief in and acceptance of the organization's goals and values.

b. A willingness to exert considerable effort on behalf of the organization.

c. A definite desire to maintain organizational membership.

O'Reilly and Chatman (1986), they defined commitment as the psychological attachment felt by the person for the organization, reflecting the degree to which the individual internalizes or adopts the characteristics or perspectives of the organization. Mathieu and Zajac (1990) from their view defined organizational commitment as ‘a bond or linking of the individual to the organization’. On the other hand, Meyer and Allen (1991) building to Porter’s definition has been divide the concept of organizational commitment into three components and defined organizational commitment in terms of affective, continuance, and normative.

Affective commitment refers to the employee’s emotional attachment to, identification with, and involvement in the organization.

Continuance commitment refers to an awareness of the costs associated with leaving the organization.

Normative commitment reflects a feeling of obligation to continue employment.

In Meyer and Allen’s definitional approach, the three components of organizational commitment are components rather than types. Meyer and Allen (1991) noted the bases are conceptually mutually exclusive.

C. Meyer and Allen Model (1991)

The three components or dimensions of commitment was introduced by Meyer and Allen (1991), this model was rooted in earlier approaches to organizational commitment which has been done by (Becker, 1960; Porter et al., 1974).

Meyer and Allen (1991) asserted that these three dimensions of commitment is a psychological state which describe as characterizes the employee’s relationship with the organization, and the implications for the decision to continue or discontinue membership in the organization. However, it is clear that the nature of the psychological states differ. These three dimensions are affective, continuance and normative describe as follow.

a. Affective commitment refers to the employee’s emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so (Meyer and Allen 1991). The most important reason for wanting to remain with the organization is related to the ability of individuals to satisfy their needs at work (Hackman and Oldham, 1976).

Allan and Meyer (1990) have been suggested that the antecedents of affective attachment to the organization divide into four categories: personal characteristics, job characteristics, work experiences and structural characteristics.

b. Meyer and Allen, (1991) proposed the continuance dimension as a better representation of Becker's side-bet approach. It refers to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so. It is related to the benefits associated with staying versus the personal costs associated with leaving such as pensions, seniority, social status, and access to social networks that bind him or her to the organization. These interests would be at risk if the individual left the organization (Dawley, et al., 2005; Shahnawaz, and Juyal, 2006).

c. Normative commitment was defined as a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain within the organization (Allen and Meyer 1990). Individuals with high normative commitment stay in the organization because they believe it is the right and moral thing to do. Stated differently, they would feel guilty if they left the organization and stay, even if they had to reject better
alternatives (Felfea, et al., 2009). Normative commitment is affected in the main by socialization or culture prior to entry into an organization also would be influenced by the individual's experiences both prior to familial or cultural socialization and following organizational socialization entry into the organization (Wiener, 1982; Cohen, 2007).

The three dimensions were characterized as a “three component conceptualization of Organizational Commitment” and were described as components rather than types commitment that is, employees can experience each of these psychological states to varying degrees (Allen and Meyer, 1990; WeiBo, et al., 2010). Based to the literature the approach of Meyer and Allen (1984) became the dominant one to the study of commitment (WeiBo, et al., 2010; Cohen, 2007).

D. Job Satisfaction

Job satisfaction has been a phenomenon of intense interest among practitioners and researchers for several decades (Cranny, et al. 1992; Hwang and Chi 2005; Locke 1976 and Spector 1997). Many different definitions have been put, for instance, some definitions focus on the job itself, while others include all the job-related factors. Practitioners and researchers have defined satisfaction as positive feelings or aggressive responses; whereas others have defined it as the gap between the expected gain and the actual gain. Reference (Spector 1985) views job satisfaction as a cluster of evaluative feelings about the job.

E. Determinants of Job Satisfaction

According to the literature on the job satisfaction there are numerous factors that influence job satisfaction. (Worrell 2004), divided these factors into three groups of which the demographic data which includes age, gender, and race; the intrinsic factors that include achievement, recognition, work itself, responsibility, advancement and growth; and the extrinsic factors that include company policy, supervision, relationship with boss, work conditions, relationship with peers and salary. Both the intrinsic factors and extrinsic factors are related to the Two Factor Theory by Herzberg.

In the last three decades, academics and researchers have received increasing attention to investigate the relationship between organizational commitment and job satisfaction (Williams and Hazer, 1986; Yousef, 2000 and Lim, 2010). Numerous of these studies in the area of organizational behavior asserted that the relationship between organizational commitment and job satisfaction is significant and positive relationship (Chen and Francesco 2000; Lok and Crawford 2001; Mathieu and Zajac 1990; Williams and Hazer 1986).

However, the study wishes to test the relationship between organizational commitment and job satisfaction in NOC of Libya. Reference (Yousef, 2000 and Lim, 2010) further suggested that organizational commitment and job satisfaction have been theoretically and empirically linked to organizational effectiveness. However, organizational commitment and job satisfaction were not explored intensively enough in petroleum sector and more so in NOC of Libya.

V. RESEARCH HYPOTHESES

Based on the literature review, research questions and research objectives the hypotheses of the study are as follow:-

H1. There is a relationship between organizational commitment and job satisfaction in NOC of Libya.

H2. There is a relationship between three components of organizational commitment and five facets of job satisfaction in NOC of Libya.

H3. Dominant component of organizational commitment in NOC of Libya is (Affective, Continuance and Normative) commitment.

VI. RESEARCH METHODOLOGY

To gather research data in the current study, questionnaire is preferred due to its ability to collect data from respondents within a limited time frame. The instrument consisted three parts such as demographic variables, organizational commitment and job satisfaction.

VII. INSTRUMENTS MEASUREMENT

Two instruments were used to measure the variables of the study. These instruments are as following:-

1. Three Components Organizational Commitment Questionnaire (TCOCQ) developed by Meyer and Allen’s (1990) instrument for the multidimensional organizational commitment was adopted for this study to measure organizational commitment. The instrument measures the three dimensions of organizational commitment includes items that measure affective, continuance and normative commitment. There are 24 items in the scale, each dimension of organizational commitment (affective, continuance and normative) has 8 items. A five-point Likert scale will be used with responses ranging from (1= strongly disagree) to (5= strongly agree).

2. The Job Satisfaction Survey (JSS) developed by Spector (1997) was used to measure job satisfaction. Based on (Spector 1997) the original job satisfaction survey (JSS) includes 36 items. Therefore, in the current study only 20 items from (JSS) were used to measure five facets of job satisfaction such as supervision, benefits, rewards, operating procedure and co-workers satisfaction. The reason for that is all the studies which have been carried out in the Libyan environment have asserted that these facets are the most important facets that have an impact on job satisfaction in the Libyan environment. Therefore, the validity and reliability of the Three Components Organizational Commitment Questionnaire (TCOCQ) and The Job Satisfaction Survey (JSS) scales have been established through previous research the Cronbach's Alpha coefficient of the instruments were above 0.70 (Lim, 2010; Meyer and Allen, 1990 and Spector 1997). In the current study the Cronbach's Alpha coefficient of organizational commitment and job satisfaction were 0.74 and 0.82 respectively.
VIII. PARTICIPANTS

To investigate the nature of the relationship between organizational commitment and job satisfaction in NOC of Libya, out of (280) questionnaires were distributed with (250) returning. Of the (250) that returned, (23) questionnaires were rejected, due to insufficient data, resulting in (227) usable questionnaires yielding a response rate of 81%. The stratified sample sampling was used in this study and the sample size has been chosen according to the population of NOC of Libya and the percentage of the employees in each administrative level then the sample was selected randomly. The data were then analyzed using Statistical Package for Social Sciences (SPSS). Details are given in table I.

<table>
<thead>
<tr>
<th>Questionnaires Distributed</th>
<th>Questionnaires returned</th>
<th>Questionnaires rejected</th>
<th>Questionnaires usable</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>280</td>
<td>250</td>
<td>23</td>
<td>227</td>
</tr>
</tbody>
</table>

IX. EMPIRICAL RESULTS

Data was analyzed through descriptive statistical methods with mean, standard deviation, percentage, Correlation Coefficient and Regression. Table 2.1 contained profile of the respondents of the study. From the table 2.1 it was obvious that the respondents between 36-45 years constitute majority of respondents with 104 (45.8%) of the total of respondents while the least respondents with age range goes to those with less than 25 years 6 respondents (2.6%). As mentioned earlier, the respondents for this study are employees in NOC of Libya, the majority of respondents hold Master degrees 77 (33.9%), while 15 respondents (6.6%) completed their PhD degree. 158 (69.6%) of the respondents were married while only 69 respondents (30.4%) were single. From total of 227 respondents from (NOC) of Libya indicate that, 168 of them (74%) were male while the remaining was female. 89 respondents (39.2%), reported that their income was 1101-1500 DL monthly and only two respondents (0.9%) their salary was more than 2300 DL monthly. From table 1.2 it can be seen that 46 of respondents (20.3%) have working experiences with NOC of Libya for 11-15 years, only 25 of respondents (11.0%) have working experiences in NOC of Libya for 1-5 years. Finally, the majority of respondents with 130 (57.3%) of the total of respondents their boss's function was coordinator. This is followed by 63 respondents (27.8%) who their boss’s function was director. On the other hand, only 34 respondents (15%) their boss's function was observer. All this information has given in Table II.

Table III provided the percentages, means, and standard deviations related to the perceptions of respondents of the NOC of Libya about organizational commitment and job satisfaction in their organization. According to table 3.1 the means of affective commitment, continuance commitment and normative commitment were 2.93, 2.76 and 2.83 respectively, while the standard deviations of them were 0.82, 0.88, .092, 0.81 and 0.83 respectively. Therefore, as can be seen from Table 3.1 the participants of NOC have pointed out the dominant organizational commitment in the NOC was affective commitment.

On the other hand, the respondents asserted that they were satisfied with all the facets of job satisfaction such as supervision, benefits, rewards, operating procedure and co-workers satisfaction and the mean of these facets were 3.24, 2.79, 2.94, 2.90 and 3.05 respectively while the standard deviation of them were 0.82, 0.88, .092, 0.81 and 0.83 respectively. This result consistent with previous studies by (Alesayoi, 2003 and Shurbagi, 2012), who pointed out that the most job satisfaction facets can impact Libyan environment were supervision, benefits, rewards, operating procedure and co-workers satisfaction. From discussion above and table 3.1 it could be concluded that the dominant commitment in NOC is...
affectionate commitment and the respondents were satisfied with all the facets of job satisfaction. Table III summarizes the mean and standard deviation of these variables.

### TABLE III
**MEAN AND STANDARD DEVIATION**

<table>
<thead>
<tr>
<th>Variables &amp; Dimensions</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective Commitment (AC)</td>
<td>2.93</td>
<td>0.831</td>
</tr>
<tr>
<td>Continuance Commitment (CC)</td>
<td>2.76</td>
<td>0.606</td>
</tr>
<tr>
<td>Normative Commitment (NC)</td>
<td>2.83</td>
<td>0.801</td>
</tr>
<tr>
<td>Organizational Commitment (OC)</td>
<td>2.84</td>
<td>0.614</td>
</tr>
<tr>
<td>Supervision Satisfaction (SS)</td>
<td>3.24</td>
<td>0.825</td>
</tr>
<tr>
<td>Benefits Satisfaction (BS)</td>
<td>2.79</td>
<td>0.881</td>
</tr>
<tr>
<td>Rewards Satisfaction (RS)</td>
<td>2.94</td>
<td>0.928</td>
</tr>
<tr>
<td>Operation Procedure Satisfaction (OPS)</td>
<td>2.90</td>
<td>0.815</td>
</tr>
<tr>
<td>Co-Workers Satisfaction (CWS)</td>
<td>3.05</td>
<td>0.837</td>
</tr>
<tr>
<td>Job Satisfaction (JS)</td>
<td>2.98</td>
<td>0.657</td>
</tr>
</tbody>
</table>

Cronbach Coefficient Alpha was used to test the reliability of the instruments. Sekaran (2005) pointed out that Cronbach Coefficient Alpha of 0.70 or more are considered good. The Cronbach’s alpha reliability coefficients for the organizational commitment and job satisfaction were 0.74 and 0.82 respectively. Based on the Cronbach Alpha values for three component of organizational commitment and five facets of job satisfaction the instruments are reliable to measure the variables of the study. Table IV summarizes the reliability of the instrument used in the study.

### TABLE IV
**RELIABILITY OF THE INSTRUMENT OF THE STUDY**

<table>
<thead>
<tr>
<th>Variables &amp; Dimensions</th>
<th>Number of items</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective Commitment (AC)</td>
<td>8</td>
<td>0.910</td>
</tr>
<tr>
<td>Continuance Commitment (CC)</td>
<td>8</td>
<td>0.719</td>
</tr>
<tr>
<td>Normative Commitment (NC)</td>
<td>8</td>
<td>0.913</td>
</tr>
<tr>
<td>Organizational Commitment (OC)</td>
<td>24</td>
<td>0.749</td>
</tr>
<tr>
<td>Supervision Satisfaction (SS)</td>
<td>4</td>
<td>0.763</td>
</tr>
<tr>
<td>Benefits Satisfaction (BS)</td>
<td>4</td>
<td>0.824</td>
</tr>
<tr>
<td>Rewards Satisfaction (RS)</td>
<td>4</td>
<td>0.756</td>
</tr>
<tr>
<td>Operation Procedure Satisfaction (OPS)</td>
<td>4</td>
<td>0.795</td>
</tr>
<tr>
<td>Co-Workers Satisfaction (CWS)</td>
<td>4</td>
<td>0.770</td>
</tr>
<tr>
<td>Job Satisfaction (JS)</td>
<td>20</td>
<td>0.823</td>
</tr>
</tbody>
</table>

To study the relationship between the variables of the study and their dimensions correlation coefficient was selected to investigate the nature of the relationship between these variables. Table V provided the findings of correlation between the variables of the current study such as organizational commitment and job satisfaction which was 0.54. On the same line, based on the result of correlation the relationship between three component of organizational commitment and five facets of job satisfaction is positive and significant relationship at 0.01 level. Therefore, the highest correlation between component of organizational commitment and facets of job satisfaction was found between normative commitment (NC) and operation procedures satisfaction (OPS), \( r = 0.57 \) and the lowest correlation was found between affective commitment (AC) and rewards satisfaction (RS), \( r = 0.14 \). Based on the results of the correlation between the variables of the study and their dimensions it could be concluded that the relationship between organizational commitment and job satisfaction is significant positive relationship. These results are consistent with previous studies which carried out by (Hu, et al. 2009; Rad and Yarmohammadian 2006; Yousef 2000) who concluded that the relationship between organizational commitment and job satisfaction is positive and significant relationship. Table V. summarizes the results of correlation.

### TABLE V
**CORRELATION**

<table>
<thead>
<tr>
<th>Variables &amp; Dimensions</th>
<th>AC</th>
<th>CC</th>
<th>NC</th>
<th>OC</th>
<th>SS</th>
<th>BS</th>
<th>RS</th>
<th>OPS</th>
<th>CWS</th>
<th>JS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective Commitment (AC)</td>
<td>1.00**</td>
<td>0.43**</td>
<td>0.44**</td>
<td>0.77**</td>
<td>0.19**</td>
<td>0.33**</td>
<td>0.14</td>
<td>0.47**</td>
<td>0.48**</td>
<td>0.46**</td>
</tr>
<tr>
<td>Continuance Commitment (CC)</td>
<td>0.65**</td>
<td>1.00**</td>
<td>0.81**</td>
<td>0.27**</td>
<td>0.21**</td>
<td>0.24**</td>
<td>0.41</td>
<td>0.43**</td>
<td>0.42**</td>
<td>0.42**</td>
</tr>
<tr>
<td>Normative Commitment (NC)</td>
<td>0.84**</td>
<td>0.81**</td>
<td>1.00**</td>
<td>0.38**</td>
<td>0.32**</td>
<td>0.57**</td>
<td>0.56**</td>
<td>0.57**</td>
<td>0.59**</td>
<td>0.59**</td>
</tr>
<tr>
<td>Organizational Commitment (OC)</td>
<td>0.33**</td>
<td>0.38**</td>
<td>0.29**</td>
<td>1.00**</td>
<td>0.59**</td>
<td>0.59**</td>
<td>0.59**</td>
<td>0.59**</td>
<td>0.59**</td>
<td>0.59**</td>
</tr>
<tr>
<td>Supervision Satisfaction (SS)</td>
<td>0.35**</td>
<td>0.31**</td>
<td>0.41**</td>
<td>0.40**</td>
<td>1.00**</td>
<td>0.40**</td>
<td>0.40**</td>
<td>0.40**</td>
<td>0.40**</td>
<td>0.40**</td>
</tr>
<tr>
<td>Benefits Satisfaction (BS)</td>
<td>0.37**</td>
<td>0.45**</td>
<td>0.46**</td>
<td>0.47**</td>
<td>0.77**</td>
<td>1.00**</td>
<td>0.71**</td>
<td>0.71**</td>
<td>0.71**</td>
<td>0.71**</td>
</tr>
<tr>
<td>Rewards Satisfaction (RS)</td>
<td>0.39**</td>
<td>0.40**</td>
<td>0.40**</td>
<td>0.40**</td>
<td>0.71**</td>
<td>0.71**</td>
<td>1.00**</td>
<td>0.76**</td>
<td>0.76**</td>
<td>0.76**</td>
</tr>
<tr>
<td>Operation Procedure Satisfaction (OPS)</td>
<td>0.64**</td>
<td>0.75**</td>
<td>0.75**</td>
<td>0.75**</td>
<td>0.76**</td>
<td>0.76**</td>
<td>0.76**</td>
<td>1.00**</td>
<td>0.78**</td>
<td>0.78**</td>
</tr>
<tr>
<td>Co-Workers Satisfaction (CWS)</td>
<td>0.76**</td>
<td>0.75**</td>
<td>0.75**</td>
<td>0.75**</td>
<td>0.76**</td>
<td>0.76**</td>
<td>0.76**</td>
<td>0.78**</td>
<td>1.00**</td>
<td>0.82**</td>
</tr>
<tr>
<td>Job Satisfaction (JS)</td>
<td>0.76**</td>
<td>0.75**</td>
<td>0.75**</td>
<td>0.75**</td>
<td>0.76**</td>
<td>0.76**</td>
<td>0.76**</td>
<td>0.78**</td>
<td>0.82**</td>
<td>1.00**</td>
</tr>
</tbody>
</table>

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

### X. HYPOTHESES TESTING

To test the hypotheses of the study Regression Analysis was used. Regression analysis was used to test the model of the study. This model examines the relationship between organizational commitment and job satisfaction. From table 6.1 the result of linear regression indicates that (organizational commitment) has contributed significantly in the variability of (job satisfaction) by 33% from the total variability. Regression coefficients were found to be significant for organizational commitment and job satisfaction and that could be confirmed by their respective t statistics and p-value. By looking at the beta coefficient for job satisfaction can determine the relationship between organizational commitment and job satisfaction. The regression model implied in this study was found statistically significant (P-value < 0.05). Those findings could be suggested that the model was able to fit the data. On the other hand, from the result of regression analysis it could be concluded that the relationship between organizational commitment and job satisfaction is a positive relationship. Table VI summarizes the results of Regression Analysis.
XI. CONCLUSION

The purpose of this study is to investigate the relationship between organizational commitment and job satisfaction in National Oil Corporation of Libya. By using questionnaires, data was gathered from 227 employees of NOC of Libya. Data on the respondents’ organizational commitment and job satisfaction were collected using Three Components Organizational Commitment Questionnaire (TCOCQ) developed by Meyer and Allen (1990). The Job Satisfaction Survey (JSS) developed by Spector (1997) respectively. Descriptive statistics were reported, followed by mean, standard deviation, reliability analysis, correlation and hypotheses testing using Regression analysis. From the current study it could be concluded that the relationship between organizational commitment and job satisfaction and between three component of organizational commitment such as (affective, continuance and normative commitment), and five facets of job satisfaction such as supervision, benefits, rewards, operating procedure and co-workers satisfaction) was positive and significant relationship while the dominant commitment in NOC of Libya was affective commitment.

REFERENCES


