The relationship between job involvement, job satisfaction and organizational commitment among lower-level employees at a motor-car manufacturing company in East London, South Africa

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ABSTRACT

This study investigated the relationship between job satisfaction, job involvement, and organisational commitment among lower-level employees in the South African motor-car manufacturing industry as represented by one such company – Mercedes Benz South Africa – situated in East London, South Africa. Job satisfaction and job involvement were used as independent variables in the study while organisational commitment was used as the dependent variable. Data was gathered from a random sample of 100 lower-level employees of the company concerned. A questionnaire consisting of four-parts was used for data collection. To gather biographical and occupational data, a self-designed 40-item questionnaire was used. To measure job involvement, Kanungo’s (1982) 10-item 5-point rating scale was used. To measure job satisfaction, Halpern’s (1966) 10-item 7-point rating scale was used. To measure organisational commitment, Mowday et al. (1982) 15-item 5-point scale was used. Data analysis was done by means of various statistical techniques, including the Pearson Product Moment Correlation Technique and Multiple Regression Analysis. The results indicated that though both job satisfaction and job involvement are strongly associated with organisational commitment, job satisfaction accounts for a higher proportion of variance in organisational commitment than job involvement. Intrinsic job satisfaction, extrinsic job satisfaction, and overall job satisfaction were found to be significantly and highly intercorrelated, an indication that they are all equally associated with organisational commitment. The paper therefore recommends that managers must do all in their power to promote job satisfaction and job involvement in their companies, but especially job satisfaction.

Key words: Job involvement, job satisfaction, organisational commitment.

INTRODUCTION

There is much research and anecdotal evidence suggesting that organisational commitment leads to, or is associated with variables of great importance for organisational success and efficiency – or lack thereof – such as absenteeism, labour turnover and productivity (Mowday et al., 1982; Robbins, 2005). It is therefore of crucial importance for managers of organisations to know what variables lead to or are antecedents of organisational commitment. Such knowledge would enable these managers to create conditions that are conducive to the development of such antecedents of organisational commitment in their organisations. This study seeks to investigate the role of job satisfaction and job involvement as such as antecedents of organisational commitment.
Organizational commitment can be defined as an employee’s psychological attachment to the organisation (Organisational Commitment Wikipedia, 2008). It can be measured by the following factors: identification with the goals and values of the organisation, the desire to belong to the organisation and the willingness to display effort on behalf of the organisation. Maxwell and Steele (2003) carried out a study to identify the determinants of organisational commitment and its effects in the organisation. The results suggested that organisational commitment is determined by job characteristics such as the job scope and work experiences such as rewards and employee importance. The findings further suggested that organisational commitment was positively related to employee performance.

Organisational commitment has been one of the most widely researched areas in the field of management in relation to different job-related variables but in South Africa very few studies have explored this concept. Various researchers identify multiple factors affecting organisational commitment among employees but the present study focuses on investigating the impact of job involvement and job satisfaction on organisational commitment. Organisational commitment is considered to be one of the most important and crucial outcomes of human resource strategies. Furthermore employee commitment is seen as the key factor in achieving competitive performance (Sahnawaz and Juyal, 2006). A significant relationship has been identified between job satisfaction and organisational commitment (Narimawati, 2007). Samad (2007) also tried to determine the level of influence job satisfaction facets will have on organisational commitment. Job satisfaction, on the other hand, can be defined as a pleasurable feeling that results from the perception that one’s job fulfils or allows for the fulfilment of one’s important job values (Wagner and Hollenbeck, 1998). It is more of an attitude that an employee possesses, which reflects how content an individual is with his or her job. Job satisfaction is of great importance because it seems to affect overt organisational behaviour.

According to Baron et al. (2006), studies have generally indicated a low to moderate inverse relationship between job satisfaction and employee absence and turnover. This implies that the lower an individual’s satisfaction with his/her job, the more likely is that person to be absent from work or to resign and seek other job opportunities. Finally, job involvement refers to how people perceive their jobs in relation to (i) the working environment, (ii) the job itself, and (iii) how their work and life are integrated (Hirschfeld and Field, 2000). Having low involvement contributes to employees’ feelings of alienation of purpose, alienation in the organisation or feeling of separation between what the employees see as their “life” and the job they do. Job involvement can also be defined as the extent to which an individual is personally involved with his or her work role (wikianswers.com).

Kanungo (1982) views job involvement as a cognitive or belief state of psychological identification with one’s job. In other words, this approach suggests that an individual’s psychological identification with a particular job depends on the saliency of his or her needs and the perceptions he or she has about the need satisfying potentials of the job (Kanungo, 1982). Brown (1996) argues that job involvement will be highest when the work environment: makes one believe that one’s work is meaningful; offers control over how work is accomplished; maintains a clear set of behavioural norms; makes feedback concerning completed work available; and provides supportive relations with supervisors and co-workers. Many theorists have hypothesized that highly involved employees will put forth substantial effort towards the achievement of organisational objectives and are less likely to turnover. Argyris (1957) and McGregor (1960) saw job involvement as a means of aiding productivity and of creating work situations in which there would be better integration of individual and organisational goals. Marscon (1960) presented an argument and findings suggesting that one of the best ways to increase productivity in organisations was to provide employees with jobs that are more demanding and challenging. Recent studies of job involvement show that such involvement enhances the individual’s satisfaction, while at the same time increasing productivity for the organization (Hall and Lawler, 2000).

This study aimed at investigating the relationship between job involvement and job satisfaction on the one hand and organisational commitment on the other. The independent variables are job involvement and job satisfaction whereas organisational commitment is the dependent variable. Recent research findings suggest that a positive and significant relationship exists between job involvement and job satisfaction on the one hand and organisational commitment on the other (Sahnawaz and Juyal, 2006). These authors further contend that, although both independent variables are strongly associated with organisational commitment, the impact of job satisfaction on organisational commitment is relatively stronger than that of job involvement. The main focus of this study was to investigate this further.

Statement of the problem

Assuming that management have been using the independent variables mentioned below, the fundamental questions that need to be addressed then are: does job satisfaction and job involvement have a negative or a positive impact on organisational commitment? The economic woes which afflicted South Africa recently have made it impossible for many organisations to take significant strides in their drive towards achieving organisational excellence. Many organisations are struggling...
to survive the hostile economic environment. Many employees are unhappy with their current situation and would prefer leaving should they get an alternative job elsewhere. The labour turnover is being instigated by the decline in the quality of life due to poor remuneration levels and poor organisational policies on benefits (Financial Gazette, 24 Jan 2009).

According to Robert (1997:248) labour turnover is positively related to job dissatisfaction and is costly to an organisation. Such costs include that of recruitment, training of new employees, high scrap and waste rates as well as high accident costs for new employees. Job dissatisfaction manifests itself in the form of labour turnover in many organisations; hence, it is likely to have negative implications for organisational commitment, a factor identified as critical to organisational success". According to Werner (2007:335) only satisfied employees seem more likely to display positive behaviour that contributes to the overall functioning of the organisation. In this regard, management in organisations must be more concerned with the extent to which their employees experience job satisfaction and are involved in their jobs. Organ, Podsakoff and McKenzie (2005:55) state that the ability of an organisation to innovate and successfully implement business strategy and to achieve competitive advantage depends on how much employees are involved in their jobs and are satisfied in doing their jobs.

Purpose of the study

The main objective of this study was to investigate the relationship between job involvement and job satisfaction on organisational commitment among lower-level employees at Mercedes Benz South Africa (MBSA) in East London, South Africa. This company was used as a representative of the motor-car manufacturing industry in the province.

This study seeks to answer the following questions:

- Is there an association between job involvement and organisational commitment?
- Is there an association between job satisfaction and organisational commitment?
- What is the relative strength of the association of each of the two independent variables (job involvement and job satisfaction), on the one hand, and organisational commitment, on the other hand?
- What is the combined strength of the association of the two variables as factors that explain the variance in organisational commitment?

Significance of the study

Establishing a link between job involvement and job satisfaction, on the one hand, and organisational commitment, on the other, could be to the benefit of organisations as management could put in place human resources practices that increase the levels of job involvement and job satisfaction among employees and hence impact positively on their commitment to the organisation. The results of this study will show whether job satisfaction and job involvement have an impact on organisational commitment. If so, future managers would know that to improve organisational commitment, they must improve job satisfaction and job involvement.

Research has shown that job involvement and job satisfaction may result in positive outcomes in organisations such as low absentee levels and higher productivity rates among employees (Robbins, 2005:3).

This study aims to determine the relationship between job involvement and job satisfaction, on the one hand, and organisational commitment on the other. Organisational commitment has been identified as critical for organisational success. Koys (2001) contends that organisational commitment is very vital to the survival of many organisations. It maximizes the efficiency and productivity of both the employees and the organisation, which ultimately contribute to the effective functioning of an organisation.

METHODOLOGY

Selection of the sample and sampling procedure

According to Sekaran (2003), the population of a study is the entire group of people, events, or things of interest that the researcher wishes to investigate. It is the aggregate of all units that have a chance of being included in the sample to be studied. The population involved in this study was made of male and female lower-level employees. The population for the research included about 1000 employees from MBSA, East London. From the total population 10% of the lower-level employees were used as a sample. Their job titles included: assemblers, material handlers, inspectors, machine-operators, coordinators and drivers.

Gray (2004) defines a sample as a set of objects, occurrences or individuals selected from a parent population for a research study. The sample selected was a fairly large portion of the non-managerial employees of MBSA and was thus fairly well representative of the population. In this sense, the characteristics of the sample represent those of the entire population. The method used to collect the sample in this study was the stratified probability sampling method. A sample of 100 lower-level employees of Mercedes Benz South Africa, East London was selected. Random sampling was used because it ensures representativeness and generalisability of results. Random sampling is a probability sampling method, whereby each element in the population has some known chance or
probability of being selected as a subject (Uma, 2003). In this study employees were divided according to their work stations, for example work station 1, 2, 3, 4, etc. Each work station represented a stratum. To ensure that samples adequately represented the relevant strata (work stations), respondents were randomly selected from within strata, that is, from each work station using a table of random numbers. The research site (that is, Mercedes Benz South Africa East London) was visited for data collection.

**Research instruments**

A four-part questionnaire was used to collect the data. Nachmias and Nachmias (1996) define a questionnaire as a list of questions that is presumably formulated, constructed and sequenced to produce the most constructive data in the most effective manner. The questionnaire consisted of the following four parts:

**The biographical and occupational data questionnaire**

The first part tapped data related to biographical and occupational variables, that is, age, gender, marital status, educational qualifications, position held in the organisation, and tenure. This data was tapped with a view to obtaining a clear understanding of the sample used in the study.

**Kanungo’s (1982) job involvement scale (JIS)**

The second part of the questionnaire consisted of Kanungo’s (1982) 10-item job involvement scale. This scale measures job involvement on a five-point Likert scale with responses ranging from “Strongly disagree” (1) to “Strongly agree” (5). Kanungo (1982) found this scale to have a Cronbach Alpha coefficient of 0.81, which indicates a reasonably high level of internal consistency, and therefore a reasonably high level of reliability and construct validity.

**Halpern’s (1966) job satisfaction scale (JSQ)**

The third part of the instrument consisted of Halpern’s (1966) job satisfaction questionnaire. It is a seven-point Likert scale ranging from “Very dissatisfied” (1) to “Very satisfied” (7). The scale measures satisfaction both of Herzberg’s (1959) motivator and hygiene aspects of the job (Halpern 1966). Fields (2002) reports that this job satisfaction scale has an alpha co-efficient ranging from 0.81 to 0.90.

**Mowday et al.’s organisational commitment questionnaire**

The fourth part of the questionnaire was adopted from Mowday et al. (1979). It is a 15-item questionnaire that measures organisational commitment, using a five-point Likert scale ranging from “Strongly disagree” (1) to “Strongly agree” (5). This instrument has been tested with several groups such as public employees and university employees. Such tests have yielded reliability coefficients ranging from 0.82 to 0.93 with a median value of 0.90 (Reyes and Pounder, 1993).

**Administration on the questionnaire**

In this study, questionnaires were “self-administered.” This means that the respondents filled the questionnaire on the spot. The researcher handed over each questionnaire by hand to the respondents. The respondents took about 30 minutes to fill in the questionnaire. The covering letter was drawn carefully to convey the research objectives and to persuade respondents to give frank responses. The covering letter also explained the nature of the study, as well as assuring respondents of the confidentiality of all information provided. Respondents were also provided with detailed instructions as to how the questionnaires were to be completed and returned. The rationale behind providing clear instructions and assuring confidentiality of information was that this significantly reduces the likelihood of obtaining biased responses (Sekaran, 2003). Respondents’ names were not asked for. This was done to give them an assurance that their responses would be kept confidential. This approach involves the researcher having direct contact with the respondents. The researcher utilized this method because it is less expensive, ensures anonymity of the respondents and has a high return rate as the researcher can make follow-ups for unreturned questionnaires. The co-operation of the Human Resources Department of Mercedes Benz South Africa made the administration process much easier and quicker. This was facilitated by the HR Manager who arranged one to one meetings between the researcher and the prospective respondents for purposes of questionnaire administration.

**Methods of analysis**

In analyzing the data collected, graphs were used to describe the data. Also descriptive statistics, Pearson Correlation and Multiple Regression Analysis were employed to analyze the collected data.

**Descriptive statistics**

Descriptive statistics describe the phenomena of interest (Sekaran, 2003). They include the analysis of data using frequencies, dispersions of dependent and independent variables and measures of central tendency and variability and to obtain a feel for the data (Sekaran, 2003). The mean
Table 1. Mean, standard deviation and total number of cases in relation to organisational commitment, job satisfaction, and job involvement.

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<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
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<tbody>
<tr>
<td>Organisational commitment</td>
<td>51.29</td>
<td>11.217</td>
<td>100</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>38.43</td>
<td>13.383</td>
<td>100</td>
</tr>
<tr>
<td>Job involvement</td>
<td>33.92</td>
<td>7.519</td>
<td>100</td>
</tr>
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</table>

and standard deviation was primarily be used to describe the data obtained from the JSQ, JIS and the OCQ.

**Inferential statistics**

Inferential statistics allow the researcher to present the data obtained in research in statistical format to facilitate the identification of important patterns and to make data analysis more meaningful. According to Sekaran (2003), inferential statistics is employed when generalisations from a sample to the population are made. The statistical methods used in this research include the Pearson Product Moment Correlation and Multiple Regression Analysis.

**The Pearson product moment correlation**

For the purposes of determining whether a statistically significant relationship exists between job involvement and job satisfaction on the one hand, and organisational commitment on the other, the Pearson Product Moment Correlation Coefficient was used. It provides an index of the strength, magnitude and direction of the relationship between two variables at a time (Sekaran, 2003). The Product Moment Correlation Coefficient was, therefore, suitable for the purpose of this study.

**Multiple regression analysis**

Multiple regression analysis is a multivariate statistical technique that is used for studying the relationship between a single dependent variable and several independent variables. It provides a method to predict the changes in the dependent variable in response to changes in more than one independent variable. Hence, it allows the researcher to determine the relative importance of each predictor as well as to ascertain the collective contribution of the independent variables (Sekaran, 2003).

**Ethical considerations**

The researcher observed and abided by the three major areas of ethical concern, ethics of data collection and analysis, treatment of human subjects, and the ethics of responsibility to society (Reese and Fremouw, 1984). To successfully conduct the study, several ethical issues were addressed during the process of collecting data. In this regard, permission to carry out the study in the designated organisation was sought from respective senior managers. The researcher also obtained informed consent from the participants through the covering letter; all responses were treated as confidential; and the respondents as anonymous. The researcher informed the respondents orally of their right to acceptance or withdrawal from participation in the research at any point in time during the research. Finally the researcher, to the best of his ability, ensured that no harm befell any of the respondents, their employer, their families or anyone else that may have had anything to do with the study.

**RESULTS**

**Descriptive statistics**

The descriptive statistics in the form of arithmetic means and standard deviations were computed for Halpern’s (1966) Job Satisfaction questionnaire, Kanungo’s Job Involvement questionnaire (1982) and Mowday et al.’s (1979) Organisational Commitment Questionnaire. These are presented in Table 1 together with the number of cases (sample size) that responded to each questionnaire.

The level of organisational commitment, job satisfaction, and job involvement among the sample of 100 lower level employees at Mercedes Benz South Africa, East London is depicted in Table 1. The results indicate that organisational commitment has a mean of 51.29 and a standard deviation of 11.217. The results also indicate that the mean for job satisfaction is 38.43 and the standard deviation is 13.383. The results also indicate that job involvement has a mean of 33.92 and a standard deviation of 7.519.

**Hypothesis testing**

This study sought to investigate the relationship between job involvement and job satisfaction, on the one hand, and organisational commitment, on the other. It also sought to determine the relative strength of the association of each of the two independent variables (job involvement and job satisfaction), on the one hand, with organisational commitment, as a dependent variable, on the other. To measure job involvement, Kanungo’s (1982) 10-item five-
point Likert-type rating scale was used. To measure job satisfaction, Halpern’s (1966) 10-item seven-point Likert-type rating scale was used. To measure organisational commitment, Mowday, Steers, and Porter’s (1979) 15-item five-point Likert-type rating scale was used. Data analysis was done by means of the Pearson Product Moment Correlation Technique and Multiple Regression Analysis.

**Hypothesis 1**

The first null hypothesis of the study (H₀) was stated as, “there is no significant positive correlation between job satisfaction and organisational commitment” and the corresponding alternative hypothesis (H₁) was that, “there is a significant positive correlation between job satisfaction and organisational commitment”. This hypothesis was tested by means of the Pearson Product Moment Correlation technique. The correlation coefficient between overall job satisfaction and overall organisational commitment was found to be \( r = 0.62; p < 0.001 \). This shows that the two variables are significantly and highly positively correlated. This leads to a rejection of the null hypothesis and acceptance of the alternative hypothesis.

The two main components of overall job satisfaction, that is, intrinsic and extrinsic job satisfaction were found to be highly inter-correlated. The correlation coefficient between the two was \( r = 0.83; p < 0.001 \). This suggests that both are highly correlated with overall organisational commitment. The results also indicated that there is a highly significant relationship between overall job satisfaction and extrinsic job satisfaction \( (r = .57, p < 0.01) \). There is also a highly significant positive relationship between overall job satisfaction and intrinsic job satisfaction \( (r = .54, p < 0.01) \).

Table 2 indicates the relationship between total organisational commitment and its dimensions. The three main components of organisational commitment, according to Mowday et al. (1979) are loyalty to the employing organisation (Loyalty), acceptance of the organisation’s values and goals (Value) and willingness to expend a great deal of effort on behalf of the organisation (Effort). These are all highly inter-correlated with overall organisational commitment (Table 4). The correlation between Loyalty and overall organisational commitment is \( r = 0.91; p < 0.001 \). Between Value and overall organisational commitment, the correlation is \( r = 0.99; p < 0.001 \). For Effort and overall organisational commitment, the correlation is \( r = 0.98; p < 0.001 \). These high correlations suggest that all three components of organisational commitment are as signify-cantly positively correlated with overall job satisfaction as overall organisational commitment. These high correlations also suggest that the subcategories of job satisfaction (intrinsic and extrinsic job satisfaction) are highly correlated with the subcategories of organisational commitment (Loyalty, Value and Effort).

**Hypothesis 2**

The second null hypothesis of the study (H₀) was stated as, “there is no significant positive correlation between job involvement and organisational commitment” and the corresponding alternative hypothesis (H₁) was that, “there is a significant positive correlation between job involvement and organisational commitment”. This hypothesis was tested by means of the Pearson Product Moment Correlation technique. The correlation coefficient between job involvement and organisational commitment was found to be \( r = 0.53; p < 0.001 \). This shows that there is a significant positive association between job involvement and organisational commitment. This leads to a rejection of the null hypothesis and acceptance of the alternative hypothesis. The fact that all the subcategories of overall organisational commitment (Loyalty, Value and Effort) are highly inter-correlated (Table 2) suggests that job involvement is highly correlated with each of these.

**Hypothesis 3**

The third null hypothesis of the study (H₀) was stated as, “there is no additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately” and the corresponding alternative hypothesis (H₁) was that, “there is an additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately”. This hypothesis was tested by means of Multiple Regression Analysis (Table 5).

Table 5 presents the results of the regression analysis, regressing organisational commitment (dependent variable) against the independent variables, that is, job involvement and job satisfaction. The results indicate that
the multiple correlation value is 0.70, with the R-squared value being 0.47. This indicates that approximately 47% of the variance in organisational commitment can be attributed to the independent variables (job satisfaction and job involvement) entered into the regression. The F-statistics of 0.44 is significant at the 0.001 level indicating that this is a highly significant relationship.

Table 5 shows a Beta weight of β = 0.48; p < 0.001 for the relationship between job satisfaction and organisational commitment. This means that job satisfaction accounts for 48 or 48% of the variance in organisational commitment and that this is a highly significant proportion of variance. The same table (Table 3) also shows a Beta weight of β = 0.32; p < 0.001 for the relationship between job involvement and organisational commitment. This means that job involvement accounts for 32 or 32% of the variance in organisational commitment, and that this is a highly significant proportion of variance. While job satisfaction accounts for a higher amount of variance in organisational commitment, than job involvement, therefore, both account for a highly significant proportion of variance.

Table 5, however, shows that R-squared is $R^2 = 0.47$. This means that the two independent variables, that is, job satisfaction and job involvement, together account for 47 or 47% of the variance in organisational commitment. This result is in support of $H_0$ of hypothesis 3 in that, though 0.47 is higher than the Beta weight for job involvement ($β = 0.32$), it is lower than that for job satisfaction ($β = 0.48$). The two independent variables therefore do not have an additive effect that results in them accounting for a greater among of variance in organisational commitment than the two of them independently. The results therefore lead to the acceptance of the null hypothesis that there is no additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately. The lack of an additive effect of job satisfaction, and job involvement is probably due to the high correlation between the two variables ($r = 0.44; p < 0.001$).

**DISCUSSION**

The first null hypothesis of the study ($H_0$) was stated as: "there is no significant positive correlation between job satisfaction and organisational commitment," and the corresponding alternative hypothesis ($H_1$) was that: "there is a significant positive correlation between job satisfaction and organisational commitment." This hypothesis was tested by means of the Pearson Product Moment Correlation technique. The correlation coefficient between job satisfaction and organisational commitment was found to be significantly and highly positively correlated. This leads to a rejection of the null hypothesis and acceptance of the alternative hypothesis. The two main components of overall job satisfaction, that is, intrinsic and extrinsic job satisfaction were found to be highly inter-correlated. The three main components of organisational commitment, according to Mowday et al. (1979), that is, Loyalty, Value and Effort, are all highly correlated with overall organisational commitment (Table 2). These high correlations suggest that all three components of organisational commitment are as significantly positively correlated with job satisfaction as overall organisational commitment.

The significant positive correlation between job satisfaction and organisational commitment that was found in the present study suggests that job satisfaction is an important factor whose presence must be ensured in an organisation. Such a significant positive correlation was also one of the findings in the study carried out by Yang and Chang (2008) involving a sample of nursing staff. The study carried out by Guleryuz *et al.* (2008) also found a
significant positive relationship between job satisfaction and organisational commitment ($r = 0.667, p < 0.01$). Mosadeghrah et al. (2008), in their study, found moderate levels of job satisfaction and organisational commitment among the sample of hospital employees. Among other results of that study, it was found that the employees’ job satisfaction and organisational commitment were highly inter-related. These findings are both in support of the findings of the present study, despite the different working environments.

A study was conducted in Turkey by Gunlu et al. (2010) regarding the relationship between job satisfaction and organisational commitment among hotel managers. The study investigated whether there was a significant relationship between the characteristics of the sample, job satisfaction and organisational commitment. The results obtained from this study indicated, *inter alia*, that extrinsic, intrinsic and general job satisfaction have a significant effect on normative and affective commitment. The findings further suggested that the dimensions of job satisfaction had no significant impact on continuance commitment among the hotel managers.

Chang et al. (2010) conducted a cross-sectional questionnaire survey to study the mediating role of psychological empowerment on the relationship between job satisfaction and organisational commitment for school health nurses. The findings of the research were that psychological empowerment did not fully mediate the relationship between job satisfaction and organisational commitment due to the strong direct effect of job satisfaction on organisational commitment. The influence of empowerment on organisational commitment was mediated through job satisfaction. The researchers suggested that improving the job satisfaction levels of school health nurses would help school leaders achieve greater organisational commitment.

While many studies generally support a positive association between job satisfaction and organisational commitment, the causal ordering between these two variables is both controversial and contradictory (Martin and Bennett, 1996). According to Mowday et al. (1982), “although day-to-day events in the workplace may affect an employee’s level of job satisfaction, such transitory events should not cause an employee to re-evaluate seriously his or her attachment to the overall organisation.”

The second null hypothesis of the study ($H_0$) was stated as: “there is no significant positive correlation between job involvement and organisational commitment,” and the corresponding alternative hypothesis ($H_1$) was that: “there is a significant positive correlation between job involvement and organisational commitment.” This hypothesis was tested by means of the Pearson Product Moment Correlation technique. The correlation coefficient between job involvement and organisational commitment was found to be significant and positively correlated. This leads to a rejection of the null hypothesis and acceptance of the alternative hypothesis. The findings of the present study suggest that job involvement is an important factor whose presence in an organisation must be ensured. The following studies are in support of the significant positive correlation between job involvement and organisational commitment that was found in the present study: Moynihan and Pandey (2007) investigated the relationship between job involvement and organisational commitment using a sample of public sector health and human services managers. The study showed that there is a moderate positive correlation between job involvement and organisational commitment. This concurs with the results of the current study.

The organisational commitment meta-analysis conducted by Mathieu and Zajac (1990) also revealed that among the foci of commitment, the job involvement and organisational commitment relationship is frequently investigated. The two variables are also considered to influence some forms of work-related behaviour independently. O’Reilly and Chatman (1986) reported that job involvement is an outcome of psychological commitment to an organisation.

Uygur and Kilic (2009) studied the level of organisational commitment and job involvement of the personnel at Central Organisational, Ministry of Health in Turkey. Questionnaires were distributed to a total of 210 subjects. Of this number, 180 (86%) returned the questionnaire and of these, 168 were found to be usable. A significant positive correlation was found between organisational

<table>
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<tr>
<th>Variable</th>
<th>Beta</th>
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<tbody>
<tr>
<td>Job satisfaction</td>
<td>0.48</td>
<td>5.90</td>
<td>0.000</td>
</tr>
<tr>
<td>Job involvement</td>
<td>0.32</td>
<td>3.95</td>
<td>0.000</td>
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Table 5: Multiple regression between job satisfaction and job involvement, on the one hand, and organisational commitment, on the other.
commitment and job involvement \((r = 0.44, p < 0.001)\). There have been many other studies into organisational commitment and job involvement especially related to the healthcare workers and nurses (Brewer and Lok, 1995; Brooks and Swails, 2000; Ors et al., 2003; Oztay et al., 2004; Sjoberg and Sverke, 2000; Blau and Boal, 1989). In a study conducted by Sjoberg and Sverke in a Swedish Emergency Hospital (2000), it was found that organisational commitment and job involvement are significantly positively correlated. Blau and Boal (1989) found that nurses with a higher level of job involvement and organisational commitment had significantly less unexcused absences than nurses with lower levels of job involvement and organisational commitment.

One value of this study is that it was conducted in a developing country, unlike most similar studies that have traditionally been conducted in the highly industrialised countries of the Western world. The present study showed that there is a significant positive correlation between job involvement and organisational commitment. This concurred with different previous studies conducted as mentioned earlier on. One significant difference between the present study and previous studies is that, the present study was conducted in a different geographical area.

The third null hypothesis of the study \((H_0)\) was stated as: “there is no additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately” and the corresponding alternative hypothesis \((H_1)\) was that: “there is an additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately”. This hypothesis was tested by means of Multiple Regression Analysis. Job satisfaction accounts for a higher proportion of variance in organisational commitment than job involvement, both accounts for a highly significant proportion of variance. The two independent variables therefore do not have an additive effect that results in them accounting for a higher proportion of variance in organisational commitment than the two of them independently. The null hypothesis was therefore accepted.

Ha-Young (2009) conducted a study with the prime aim to analyze an empirical test to classify workers’ character in private and public organisations. He sought to answer the question, “what are important organisational determinants of job involvement and job satisfaction?” The study findings suggested that job satisfaction has greater power to influence organisational commitment than job involvement. The results also suggested that, the higher the degree of job involvement, the greater the organisational commitment and effectiveness. They further argued that an increase in the work related attitudes and wage satisfaction results in an increase in organisational commitment. Moynihan and Pandey (2007) made a comparison of job satisfaction, job involvement and organisational commitment using a sample of public sector health and human services managers. The results showed that managers had the greatest influence over job satisfaction and the least influence over job involvement.

The results also showed that job satisfaction accounts for a higher proportion of variance in organisational commitment than job involvement. In the study, it was also shown that there are moderate positive correlations between job satisfaction, job involvement and organisational commitment. The findings of this study concur with the results of the present study as far as the independent correlations are concerned. This study, however, did not investigate the issue of an addictive effect of job satisfaction and job involvement on organisational commitment.

The present study showed that job satisfaction has a greater power to influence organisational commitment that job involvement, therefore the results tell us that companies must pay more attention to promoting job satisfaction in order to ensure higher levels of organisational commitment. The aim of this research was primarily to determine the relationship between job involvement and job satisfaction, on the one hand, and organisational commitment on the other among lower-level employees in the motor-car manufacturing industry. The results indicate that there is a statistically significant relationship between the two independent variables, that is, job satisfaction and job involvement on the one hand, and the dependent variable, that is, organisational commitment, on the other. However, the results also indicated that there is no additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately.

**Limitations of the present study**

It is important to note some of the limitations of this study. The study is correlational and as such we cannot assume any causal relationship between job involvement and job satisfaction on the one hand and organisational commitment on the other. The sample used for this study was from only one organisation, that is, MBSA. Therefore it may not be quite justifiable to generalize the findings to other motor-car manufacturing industries in the entire country. Only self-administered questionnaires were used to gather data. This raises the possibility of common method variance. Common method variance has been a pervasively cited concern in organisational research because it clearly does affect observed correlations (Wikipedia). Common method variance results in biased correlations in organisational research. Such method biases are problematic because the actual phenomenon under investigation becomes hard to differentiate from measurement artifacts (Hunagel and Conca, 1994; Avolio

**Recommendations for future research**

Future researchers should focus on the above limitations of this study and thus improve the generalisability of the results. It is an important value of this study that it was conducted in a developing country, unlike most similar studies that have traditionally been conducted in the highly industrialised countries of the Western world. It is therefore absolutely necessary that the study be replicated in future research. It will also be important that some future studies should use qualitative rather than quantitative methodologies. This will ensure triangulation of research results. Triangulation is often used to counteract common method variance. The idea is that one can be more confident with a result if different methods lead to the same result. Furthermore, some future studies should adopt an experimental design. This will help in clarifying whether or not the relationships among variables that have been observed in the present study are causal relationships or not. Experimental studies will also clarify the direction of any causality that may exist among the variables. Finally, future research should incorporate an investigation of the outcomes of organisational commitment. This study has assumed that organisational commitment is associated with an outcome such as employee retention. This needs to be confirmed in actual empirical research.

**Recommendations for future managerial practices**

The practical implications of this study mainly relate to employee retention or prevention of a high rate of labour turnover. To succeed in its mission, every company must be able to retain its key employees. Organisational commitment is likely to be strongly associated with employee retention (Brown, 1997; Maslow, 1954; Robert, 1997; Werner, 2007; Organ et al., 2005). The fact that this study has shown that organisational commitment is strongly associated with both job involvement and job satisfaction means that to promote organisational commitment, and presumably employee retention, companies must promote both job involvement and job satisfaction. The fact that job satisfaction was found to account for a higher proportion of variance in organisational commitment than job involvement means that companies must pay more attention to promoting job satisfaction in order to ensure a higher level of organisational commitment. Managers must ensure that their employees have a high level of job satisfaction in order to have a high level of organisational commitment. There are several strategies that companies can adopt in an attempt to ensure a high level of job satisfaction. These includes: job design, an approach to motivation suggesting that jobs can be created so as to enhance people’s interest in doing them. Another strategy that can be used is job enlargement, the practice of expanding the content of a job to include more variety and a greater number of tasks at the same level.

Managers can also use job enrichment, the practice of giving employees a high degree of control over their work, from planning and organisation, through implementing the required activities and evaluating the results. Managers may also apply job rotation so that each employee will have an opportunity to perform different tasks using various skills and talents. By using this method, the organisation may be able to further increase the interests the employees would have in their jobs. Providing sufficient opportunity for promotion to employees would also significantly increase job satisfaction because promotion enhances about a person’s self-worth.

**Conclusion**

This study mainly investigated the relationship between job satisfaction, job involvement and organisational commitment among lower-level employees at Mercedes Benz South Africa, East London, as a representative of the motor car manufacturing industry. The results obtained from this study showed that there is a significant positive association between job involvement, job satisfaction, and organisational commitment. The two main components of overall job satisfaction, that is, intrinsic and extrinsic job satisfaction were found to be significantly and highly intercorrelated with overall job satisfaction. This suggested that both components of overall job satisfaction are also highly correlated with overall organisational commitment. The results indicated that there is no additive effect between job involvement and job satisfaction whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately. The results further showed that though both job involvement and job satisfaction are strongly associated with organisational commitment, job satisfaction accounts for a higher proportion of variance in organisational commitment than job involvement.

The fact that job satisfaction was found to account for a higher proportion of variance in organisational commitment than job involvement means that companies must pay more attention to promoting job satisfaction in order to ensure a higher level of organisational commitment. The main practical implication of this study relates to employee retention or prevention of a high rate of labour turnover. Organisational commitment is likely to be strongly associated with employee retention. To ensure organisational commitment, companies must promote both job involvement and job satisfaction. This is likely to lead to employee retention. The fact that intrinsic job satisfaction, extrinsic job satisfaction and overall job satisfaction were
found to be highly inter-correlated means that they are all equally important as probable determinants of organisational commitment. Companies must, therefore, constantly upgrade both intrinsic and extrinsic job satisfaction. The future research studies should incorporate an investigation of the outcomes of organisational commitment, such as retention. The present study assumed that organisational commitment is associated with employees’ retention. This needs to be confirmed in actual empirical research.

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