INFLUENCE OF WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT AMONG ELECTRONIC MEDIA PRACTITIONERS IN SOUTH WEST, NIGERIA

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Abstract
This study investigated the influence of work environment on organisational commitment among electronic media practitioners in South West, Nigeria. Seven hundred and fifty (750) media practitioners were sampled through purposive and random sampling techniques from nine electronic media stations established by state and federal government as well as private electronic media located in South West, Nigeria. Data were collected using two validated instruments with analysis carried out using the Pearson Product Moment Correlation and Simple Linear Regression Analysis. Results indicated that work environment significantly predicted affective commitment ($R^2_{(adj)} = .014; p < .05$); normative commitment ($R^2_{(adj)} = .004; p < .05$); continuance commitment ($R^2_{(adj)} = .033; p < .05$) as well as the total organisational commitment affective commitment ($R^2_{(adj)} = .021; p < .05$) of electronic media practitioners. Work environment has implications for electronic media practitioners’ organisational commitment. Hence, creating a positive working environment would enhance organisational commitment in all facets. Recommendations were made for effective human resource practices as well as for further studies.

KeyWords: Organizational Commitment; Media Practitioners; South West; Work Environment

Introduction
The topic of organizational commitment has been the subject of much theoretical and empirical effort in the field of organizational behaviour, human resource management and industrial/organizational psychology (Allen & Meyer, 1996; Mowday, Steers & Porter, 1997). Organizational commitment directly affects employees’ performance and is therefore treated as an issue of great importance. (Shore & Martin, 1989; Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989; Meyer, Allen & Smith, 1993; Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Siders, George & Dharwadkar, 2001; Jaramillo, Mulki & Marshall, 2005).

The most commonly used definition of organizational commitment is that provided by Allen and Meyer (1990) who defined it as a psychological state that binds the individual to the organization. Organizational commitment refers to
employee identification with, and involvement in, a particular organization (Mowday, Steers & Porter, 1979). According to Allen and Meyer, organizational commitment is a multidimensional construct. Accordingly, there are three different types of organizational commitment: affective, normative, and continuance commitment. Affective commitment is the employee’s emotional attachment to, identification with, and involvement in the organization, while normative commitment is defined as a feeling of obligation to continue employment. Finally, continuance commitment occurs as a result of an awareness of the costs associated with leaving the organization. Each dimension is thought to contribute to an employee’s relationship with the organization, has implications for his/her continuing membership, and may be affected by different antecedents or may have different consequences (Meyer & Allen, 1991).

Higher levels of commitment are reflected in lower rates of turnover (Steers, 1977), and also are believed to be related to enhanced productivity and better delivery of services. It seems reasonable to postulate that the experience of burnout would lead employees to be less committed to the organization, and thus more likely to quit their jobs. If employees are feeling emotionally exhausted by their work, are developing depersonalized views of the people they serve, and are feeling that they are not accomplishing much, then they would probably become less enthusiastic and accepting of the organization’s goals, less dedicated to achieving them, and more prone to withdrawing from work (both psychologically and physically). Thus, organizational commitment may be the mediating variable in the link that has been found between burnout and both turnover and job withdrawal (Jackson et al., 1986). Similarly, burnout may be an important mediating variable between interpersonal aspects of the work environment and organizational commitment. It could be argued that burnout is the key factor here, in that it is a likely response to interpersonal stressors and conflict, which then instigates withdrawal from the organization.

Organizational commitment has been a topic widely researched over the years. Affective, continuance and normative commitment are the tools to measure organizational commitment (Meyer and Allen, 1991; Dunham, Grube & Castaneda, 1994). Affective Commitment deals with the attachment of an employee with his organization and the organizational goals. (Meyer & Allen, 1993; O’Reily & Chatman, 1986). Continuance Commitment deals with the commitment to pursue working in an organization because of the inter-employee relations and other non-transferable investments like pensions (retirement benefits etc.) (Reichers, 1985). Normative commitment refers to a sort of an obligation on the part of an employee, due to which he is willing to stay (or continue working) in an organization.
In relating the Media work to organizational commitment as provided by Allen and Meyer (1991), it could be categorized under affective commitment more than the normative and continuance organisational commitment. Media job requires all it takes including emotional attachment to succeed in the profession. A media professional (Producer, Presenter, Reporter, Editor) strives to achieve recognition through professionalizing hard work and creativity. The job either print or broadcast media requires total commitment with the saying (that a media professional is married to the job).

Psychosocial work environment implies risk factors that are related to psychological processes linked to the social environment of work that may be important in the causation of illness. Karasek (1979) described two key dimensions of the psychosocial work environment, psychological job demands and decision latitude, the latter comprising decision authority (control over work) and skill discretion (variety of work and opportunity for use of skills). According to his “job-strain model”, also called the “demand–control model”, jobs can be classified into four types. In “high-strain jobs” (the most risky type of job), fatigue, anxiety, depression, and physical illness can be predicted when the psychological demands of a job are high and the workers’ decision latitude in the task is low—when the worker lacks the resources to deal with demands (Karasek & Theorell, 1990).

Conversely, “active jobs” can be intensely demanding; yet the workers have sufficient control over their activities and the freedom to use available skills—this type of job is associated with only average psychological strain and active leisure time (Karasek & Theorell, 1990). “Low-strain jobs”, with few psychological demands and high levels of control, are predicted to have lower than average levels of psychological strain and lower risk of ill health because there are relatively few challenges and decision latitude allows the worker to respond optimally to these few challenges (Karasek & Theorell, 1990). The fourth type of job is the “passive job”, characterized by low demands and low control. This type is predicted to be demotivating and possibly involves atrophying of skills and abilities but only average levels of psychological strain and health risk are expected (Karasek & Theorell, 1990).

Additional works (Karasek & Theorell, 1990; Johnson & Hall, 1988) added important further dimension of occupational social support to this model, as it had been noted that support received from supervisors and co-workers buffered the effects of high demands and low control. This situation created the “demand–control–support” or “isostrain” model. Siegrist (1996) has described another model, that of effort–reward imbalance (ERI). In the model, work offers opportunities for the self to gain esteem, efficacy, and integration. According to the
social exchange theory, workers invest effort and expect rewards in return. If there is an imbalance in this expected exchange and workers do not receive esteem, efficacy and integration, then psychological distress occurs with physiological arousal. Thus the combination of putting in high effort at work, which may be both intrinsic effort including innate competitiveness and hostility, together with high extrinsic work demands, similar to Karasek’s job demands, and receiving, by implication, in return, little reward in terms of salary, promotion, or esteem is a powerful risk factor for ill health.

The nature of the media job involves travelling, brain storming, and energy sapping, time frame as a result of deadline and risks as well. Gathering of News is a daily occurrence which in some cases is not pre-determined and with no specific time attached. It entails leaving the media house environment either for a short or long distance most often by road and indeed by all means of transportation even at odd hours, either closing late, or resuming very early.

Work environment also had a significant relation with organizational commitment, showing that a healthy and friendly work environment may enhance an employee’s commitment towards his work and organization. When the working environment is normally quite pleasant, people respect each other and are willing to help in work related and other issues. Work environment relates to the atmosphere in which an individual works in an organization.

Individuals join organizations because of their needs and desires; and they expect an environment where they can nourish and also their needs get satisfied (Steers, 1977). Positive relations between peers and with management affect an employee’s commitment to the organization. An employee’s commitment towards the organization therefore is affected by the nature of relations between colleagues. It has been noticed that were conflicting relationships exist between peers; and between employees’ and the management, such threatens organizational commitment. Organizations need to promote social activities, so that friendly relations can improve between the employees; and in turn, their commitment towards the organization excels (Kirmizi & Deniz, 2009). Low performing employees are committed and comfortable in a less/non-threatened environment, whereas high performing employees need a challenging environment (Steers, 1977).

Hence this study determined whether work environment will influence the affective, continuance, normative and total organisational commitment of electronic media practitioners. It was therefore hypothesised that work environment will influence the affective, continuance, normative and total organisational commitment of electronic media practitioners.
i. Work environment will significantly predict the affective commitment of electronic media practitioners
ii. Work environment will significantly predict continuance commitment of electronic media practitioners
iii. Work environment will significantly predict normative commitment of electronic media practitioners
iv. Work environment will significantly predict or influence the total organisational commitment of electronic media practitioners

METHOD

Design
This study employed the survey research design. This design was considered appropriate because the study did not intend to manipulate the variables but to measure them as they exist and determine the extent to which the independent variable (work environment) predicts the dependent variable (organizational commitment) among the participants. The survey was thus an appropriate design for this study as it provided a quantitative description of the sample, by asking appropriate questions that revealed essential characteristics of the population.

Participants
Seven hundred and fifty participants were selected through purposive and stratified random sampling techniques from a population consisting of all media practitioners in government- and private-owned electronic media stations in South-west, Nigeria.

First, Lagos State was selected purposively because most of the private electronic media are concentrated in the State. Lagos is widely acknowledged as the home of the Media in Nigeria. Secondly, three states were randomly selected from the remaining five states making a total of four states sampled for the study. Electronic media were stratified into two, namely; television and radio. Furthermore, stratification was done along the ownership of the media stations, namely government owned and private owned. Government owned media consist of federal and state owned radio and television stations. All media practitioners in the line of reporting, editing, production, or presentation of news and programmes formed the sample for the study.

Research Instruments
Three instruments were used to collect data for this study. These were:

i. Biographical Data Form
ii. Organisational Commitment Questionnaire
iii. Work Environment Questionnaire
Biographical Data Form
A biographical data form was utilized to gather information regarding participants’ demographic variables. Participants were asked to provide information regarding (a) type of media house (b) ownership of media house (c) age, (d) gender, (e) department, (f) line of duty (g) highest qualification, (h) occupational status (i.e., are they working as a staff member or in management including assistant management, middle management, and upper management), (i) work experience, (j) marital status, and (k) hours worked per week.

The Organisational Commitment Questionnaire (OCQ)
Organizational Commitment was assessed using the Organizational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1997) as a self-scoring questionnaire.

Responses to each of the 6 items are rated using a 5-point Likert scale with anchors labelled: 0 = strongly disagree, 1 = disagree, 2 = neither agree nor disagree, 3 = agree, 4 = strongly agree. Examples of items from the OCQ questionnaire include: for affective commitment, “I would be very happy to spend the rest of my career with this organization”; for continuance commitment “it would be very hard for me to leave my organization right now, even if I wanted to”; and for normative commitment “this organization deserves my loyalty.”

Allen and Meyer’s (1990) examination of the relationships between the commitment scales revealed that the continuance commitment scale was relatively independent: affective \( r = .06; p < .001 \) and normative \( r = .14; p < .001 \). However, the correlations between the affective and normative scales were statistically significant and relatively strong \( r = .51; p < .001 \). Cohen (1996) reported similar findings: normative and affective \( r = .54; p < .001 \), normative and continuance \( r = .06; p > .05 \), and continuance and affective \( r = .02; p > .05 \). Several studies have examined the reliability (alphas) of the OCQ. Allen & Meyer (1990) reported .87 for affective, .75 for continuance, and .79 for normative. Dunham, Grube, and Castaneda (1994) found alpha ranges of .74 to .87 for affective, .73 to .81 for continuance, and .67 to .78 for normative. Cohen (1996) discovered alphas of .79 for affective, .69 for continuance, and .65 for normative. The scale has been used with Nigerian samples by Hassan, Hassan, and Mabekoje (2008) as well as Okubanjo and Mabekoje (2006).
**Work Environment Questionnaire**

Work environment was measured using the Copenhagen Psychosocial Questionnaire (COPSOQ) developed by Kristensen, Hannerz, Høgh, and Borg (2005) for assessing a broad variety of work related factors. The COPSOQ is a very complete and combined method that covers the main relevant workplace related factors. The 23-item (short version) was adopted in this study. The response format is mainly a 5-point scale in which 1=do not agree at all, 2=agree to some extent, 3=agree, 4=agree to a great extent and 5=fully agree but variations occurs as well as some 6-point scales. Items or dimensions measured (mostly as single items) are: sexual harassment at work, threats of violence, physical violence, and bullying. Other are unpleasant teasing, conflicts and quarrels, gossip and slander.

COPSOQ II is highly relevant for investigation of the psychosocial working environment. Homogeneity of the scales is ensured by appropriate selection of items for the scales based on item content and item statistics, internal consistency measures (Cronbach’s alpha) and factor analyses. The reliability of the rather short scales is sufficiently high and has been demonstrated in several studies based on broad and controlled samples and is sufficiently high.

Construct validity is ensured by selection of items and scales from known other instruments or is based on relevant research findings and or has been scientifically checked (i.e. by explorative factor analysis). Studies with the COPSOQ II (Nuebling, Stoessel, Hasselhorn, Michaelis, & Hofmann, 2005), confirmed the factorial validity of the underlying four factors as: (1) Outcomes, (2) Support (social relations and leadership), (3) Influence and possibilities for development and (4) Demands. A confirmatory factor analysis and regression models with outcome variables as criterion etc. all demonstrated the validity of the model and the scales. The scale has been used in South Africa by Williams (2007).

**Procedure**

Given the itinerant nature of media practice, the researcher and his assistants visited the media stations severally to be able to cover sufficient number of participants. Two research assistants who are Zonal Coordinators of The Radio, Television, Theatre and Arts Workers Union of Nigeria (RATTAWU) were used because they know and visit the media houses in the zone regularly. In all, 800 questionnaire protocol were administered. The 750 adequately completed ones were used for data analysis. This constituted 93.75% return rate.

Data were analyzed using both descriptive and inferential statistics. Preliminary results were presented using descriptive statistics of means and standard
deviation, while the inferential statistics of Pearson Product Moment Correlation and Simple Linear Regression Analysis were used to test the hypotheses as appropriate. Results were tested at .05 level of significance.

RESULTS

Preliminary Analysis

Table 1: Descriptive Statistics and Correlation Matrix of the Study Variables

<table>
<thead>
<tr>
<th></th>
<th>WE</th>
<th>AC</th>
<th>CC</th>
<th>NC</th>
<th>OC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Environment</td>
<td>1</td>
<td>-.120**</td>
<td>-.185**</td>
<td>-.072</td>
<td>-.149</td>
</tr>
<tr>
<td>Affective Commitment</td>
<td>1</td>
<td></td>
<td>.499†</td>
<td>.554†</td>
<td>.811†</td>
</tr>
<tr>
<td>Continuance Commitment</td>
<td></td>
<td>1</td>
<td></td>
<td>.623**</td>
<td>.844**</td>
</tr>
<tr>
<td>Normative Commitment</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Organisational Commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Mean</td>
<td>89.181</td>
<td>16.102</td>
<td>17.156</td>
<td>18.4427</td>
<td>51.7013</td>
</tr>
<tr>
<td>N</td>
<td>750</td>
<td>750</td>
<td>750</td>
<td>750</td>
<td>750</td>
</tr>
</tbody>
</table>

Note: WE = Work Environment; AC = Affective Commitment; CC = Continuance Commitment; NC = Normative Commitment; OC = Organisational Commitment

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

The results in Table 1 indicated that there are significant negative relationship between affective commitment and work environment (r = -.120; p < .05), continuance commitment and work environment (r = -.185; p < .05), normative commitment and work environment (r = -.072; p < .05), and total organisational commitment and work environment (r = -.149; p < .05).

Hypothesis Testing

Table 2: Model summary and ANOVA for the prediction of Affective Commitment from Work Environment

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>153.312</td>
<td>1</td>
<td>153.312</td>
<td>10.866</td>
<td>.001†</td>
</tr>
<tr>
<td>Residual</td>
<td>10553.783</td>
<td>748</td>
<td>14.109</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>10707.095</td>
<td>749</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Model Summary</td>
<td>R = .120†; R² = .014; R²(_adj) = .013</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Affective Commitment
b. Predictors: (Constant), Work Environment
The results in Table 2 revealed that there is a significant prediction of affective commitment by work environment (R = .120; R² = .014; R² (adj) = .014; p < .05). This predicted 1.4% of the variance in affective commitment. The hypothesis which stated that work environment will significantly predict the affective commitment of electronic media practitioners was accepted by this finding, implying that work environment would predict affective commitment.

Table 3: Model summary and ANOVA for the prediction of Continuance Commitment from Work Environment

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>387.049</td>
<td>1</td>
<td>387.049</td>
<td>26.474</td>
<td>.000*</td>
</tr>
<tr>
<td>Residual</td>
<td>10935.699</td>
<td>748</td>
<td>14.620</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>11322.748</td>
<td>749</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Model Summary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Continuance Commitment
b. Predictors: (Constant), Work Environment

The results in Table 3 revealed that there is a significant prediction of continuance commitment by work environment (R = .185; R² = .034; R² (adj) = .033; p < .05). This predicted 3.3% of the variance in continuance commitment. The hypothesis which stated that work environment will significantly predict the continuance commitment of electronic media practitioners was accepted by this finding, implying that work environment would predict continuance commitment.

Table 4: Model summary and ANOVA for the prediction of Normative Commitment from Work Environment

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>58.132</td>
<td>1</td>
<td>58.132</td>
<td>3.859</td>
<td>.050*</td>
</tr>
<tr>
<td>Residual</td>
<td>11268.902</td>
<td>748</td>
<td>15.065</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>11327.035</td>
<td>749</td>
<td></td>
<td></td>
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<tr>
<td>Model Summary</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Normative Commitment
b. Predictors: (Constant), Work Environment
The results in Table 4 revealed that there is a significant prediction of normative commitment by work environment ($R = .072; R^2 = .005; R^2 (adj) = .004; p < .05$). This predicted 0.4% of the variance in normative commitment. The hypothesis which stated that work environment will significantly predict the normative commitment of electronic media practitioners was accepted by this finding, implying that work environment would predict normative commitment.

Table 5

<table>
<thead>
<tr>
<th>Model summary and ANOVA for the prediction of Organisational Commitment from Work Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sum of Squares</td>
</tr>
<tr>
<td>Regression</td>
</tr>
<tr>
<td>Residual</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>Model Summary</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organisational Commitment  
b. Predictors: (Constant), Work Environment

The results in Table 5 revealed that there is a significant prediction of organisational commitment by work environment ($R = .149; R^2 = .022; R^2 (adj) = .021; p < .05$). This predicted 2.1% of the variance in organisational commitment. The hypothesis which stated that work environment will significantly predict the total organisational commitment of electronic media practitioners was accepted by this finding, implying that work environment would predict total organisational commitment.

DISCUSSION

This study investigated the influence of work environment on organisational commitment of electronic media practitioners in South-west, Nigeria. First, the relationships of the three factors of organisational commitment were work environment determined before the prediction of organisational commitment by work environment. Findings revealed that there were significant but negative relationship between affective commitment and work environment, continuance commitment and work environment, normative commitment and work environment, and total organisational commitment and work environment. Also, it was found that work environment predicted each of the dimensions of organisational commitment and total commitment.
Whereas these findings are surprising, yet they are revealing. It would have been expected that positive and significant relations be observed between work environment and the various dimensions of organisational commitment. This argument is hinged on the fact that positive work environment should engender high commitment to the organisation. Where the socio-psychological environment is conducive, it is expected that the employees would not want to leave.

A good work environment is stress free. Whereas Pulat (1997) as well as Martino and Musri (2001) opined that some amount of stress is necessary to generate enthusiasm and creativity for optimal productivity. They were however, quick to caution that intense or too much stress in work environment poses great risk to workers’ safety, health and emotional stability which in turn can influence the organisational commitment of employees. Anderson (1976) noted that work stress is a consequence of man’s exposure to conflict with his fellow workers, disintegration of work process into isolated routines, shift work arrangement, automation, rapid technological change and urbanization.

However, for the present study to have predicted organisational commitment from work environment, despite the negative relation is amazing and calls for further investigation.

There may be some extraneous factors hiding within the work environment of electronic media practitioners that might have been left unidentified. Finegan (2000) had illustrated from the findings of a study that the best predictor of commitment was the employee’s perception of the work environment. Pearson and Chong (1997) on studying 286 nursing staff of a large Malaysian hospital also reported that the task content properties of identity, significance, and autonomy as well as the interpersonal task attribute of dealing with others were significant contributors of organizational commitment. Becker (1992) said that the foci of commitment (the individuals and groups to whom an employee is attached) were important determinants of commitment to an organization.

An ideal working environment has been found to have implications for organisational commitment, especially the affective and normative commitment (Makanjee, Hartzer, & Uys, 2006; and Zopiatis, Constanti, Theocharous, 2014).
CONCLUSIONS AND RECOMMENDATIONS

Findings of this study showed significant prediction of organisational commitment from work environment. It was concluded therefore that work environment would predict affective, continuance, normative and total organisational commitment of practitioners in electronic media houses. It is therefore recommended that:

i. Management of electronic media organisations should place premium attention on the provision of conducive work environment for media practitioners in their employment.

ii. Management should also institute policies that will meet the aspirations of the employees and encourage them to be committed to the organisation. To this end, workers should not be left out in the decision making regarding the design of work environment in electronic media organisations.

iii. Design of work environment should be such that would allow for maximum social interaction and engagement as well as entailing psychological features. This would be expected to increase the decision latitude of workers and reduce their fatigue, stress, and strain.

iv. Provisions should be made for relaxation centres within the media houses where workers could spend their break time.
REFERENCES


