



Emotional Intelligence, Job Satisfaction, Reward System and Organizational Commitment among Workers in Nigeria

Ishola Samiat Afolashade¹, Jimoh Audu M.¹, Raji Naseem Akorede², Bamidele Joke Fowowe-ogunmilugba¹, Olayemi Zainab Oduola³, Adewuyi Habeeb Omoponle^{4,*}

¹Counselling and Human Development Studies Department, Faculty of Education, University of Ibadan, Nigeria

²Department of Adolescent Mental Health and Well-being, Edgehill University, United Kingdom

³Federal University of Health Sciences, Ila Orangun, Nigeria

⁴Department of Educational Psychology, University of Johannesburg, South Africa

Correspondence: E-mail: adewuyihabeeb@gmail.com, ahabeeb@uj.ac.za

ABSTRACT

This study investigated the influence of emotional intelligence, job satisfaction, and reward systems on the job commitment of workers in Nigeria. In this study, a multi-stage sampling technique was employed. Using random sampling, ten (10) organizations were randomly chosen in Ogun State, Nigeria. Twenty-five employees in each randomly chosen organization were selected through a balloting process. Two hundred fifty people were used overall, the total number of workers. Four reliable and standardized tools were utilized to gather data. The findings of the result showed there was a positive significant relationship between the Job commitment of workers in Ogun state correlated with emotional intelligence, Job satisfaction, and Reward system. Regarding the magnitude of contribution, emotional intelligence made the highest contribution to the prediction. Other variables made substantial contributions in the following order: Job satisfaction and Reward system. The study found that emotional intelligence, satisfaction with work, and the compensation system greatly impact how committed employees are to their jobs.

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1. INTRODUCTION

In the last two decades, a substantial amount of research has been devoted to understanding the beliefs of workers with the hope of improving the productivity and commitment in Nigeria, mostly when the Nation is experiencing economic recession where workers experience reduction and delay in monthly salary; this has led to workers losing their interest in their various jobs. There is a growing interest among local researchers who have contributed to understanding the role of job commitment in affecting workers' productivity over the past decade ([Abidoye et al., 2020](#)). To get a competitive advantage and increase performance to maintain that competitive advantage at least for a protracted period, if not permanently, staff members in various businesses must develop a total commitment to desired requirements for performance. Job commitment is a growing problem for businesses everywhere, especially in Nigeria. The costs of non-commitment are high in an economy that has become dynamic and highly competitive. The prices are enormous and becoming less bearable in the fast-paced economy ([Jimoh et al., 2021](#)).

Also, Employees' job commitment is crucial to any organization's productivity and survival; as such, factors that predict it or otherwise should be known and taken care of. Engaging people in increasing their commitment can result in a profitable and highly productive business ([Muraina and Oladimeji, 2022c](#)). Not all employees work in the same manner and have the same modes of operation; for example, some have the highest capacity regardless of the incentive, whereas others might occasionally benefit from a jump-start. Additionally, no other human resources system in a company is more crucial than commitment evaluation, and employee commitment evaluations represent critical judgments that significantly impact a range of following human resources actions and results. The behavior is not merely a means to an end; it is also an outcome in and of itself, the consequence of the physical and mental effort put forth to complete the task, which may be assessed independently of the effect ([Muraina and Oladimeji, 2022c](#)). Thus, it is evident that managers and supervisors play a crucial role in inspiring their staff. However, superiors and managers can only be successful at motivating their workforce if they are aware of both the internal and external components of motivation and the significance of these factors in inspiring workers to commit. Committed employees are crucial for success ([Butler, 2019](#)). For businesses, addressing the issue of employee loyalty is a never-ending effort. However, the repercussions of a lack of organizational commitment include absenteeism, turnover intentions and turnover, aggressive behavior toward coworkers, early departure from the company, and psychological disengagement from work ([Muraina and Oladimeji, 2022c](#)).

Organizational commitment is usually believed to be an essential trait that must be promoted in employees because it has been discovered that committed staff members are more productive, imaginative, and less likely to leave an organization than those who lack commitment ([Garcia-Cabrera and Garcia-Soto, 2012](#)). Because low job performance, absenteeism, and labor turnover are expensive to the organization. A loyal employee sticks with the firm through good times and bad shows up frequently, works a full day (and sometimes more), defends the company's interests, and supports its objectives. Many factors may be responsible for employees' commitment to an organization, such as good salaries and wages, allowances and benefits, a conducive working environment, a sense of belongingness, etc. The absence of these factors may jeopardize employee commitment, affecting performance and productivity.

Additionally, age, Gender, educational attainment, job title, marital status, etc. may impact how committed individuals are. According to research (Yuan *et al.*, 2014; Muraina *et al.*, 2022a; Agarwala *et al.*, 2014), how people are treated at work impacts their commitment to their organization and employers. The foundation of the connection between the employee and the employer is the reciprocal exchange of excellent treatment for a favorable attitude. Because of this, the employer can shape that connection through his actions.

Additionally, dedicated workers frequently possess a high level of professional skill. They feel competent in their subject matter expertise and practical skills and have confidence in their ability to handle their jobs. According to Meyer and Parfyonova (2010), an organization's effectiveness is significantly influenced by the organizational commitment of the people working there. On the other side, absence from work, turnover intentions and turnover, aggressive behavior toward coworkers and students, early retirement from the workforce, and psychological retreat from work result from a lack of organizational commitment (Muraina and Oladimeji, 2022c). Salary structure, working circumstances, parental views, students' attitudes toward learning, job and life losses, promotions, workload, and other elements influence organizational commitment (Muraina and Oladimeji, 2022c). The aforementioned societal, economic, and physical elements all impact job satisfaction. The current study focuses on how emotional intelligence, job satisfaction, and the reward system affect workers' commitment to their jobs in Ogun State, Nigeria.

Among the significant factors capable of influencing organizational commitment is emotional intelligence. The ability to understand the meanings of emotions and how they relate to one another and use those meanings to reason and solve problems is referred to as emotional intelligence. According to Muraina and Popoola (2022b), emotional intelligence concerns the ability to sense, assimilate, relate, grasp the details of these emotions, and control them. It is also the capacity for clearer thinking and emotional reasoning. It involves accurately perceiving emotions, evaluating and producing emotions that foster thought, understanding emotions and understanding emotion, and controlling emotions to promote intellectual and emotional growth. Undoubtedly, an employee with emotional intelligence, stability, and equilibrium will be dedicated to his company (Shafiq and Rana, 2016).

For employees to deliver the required performance, emotional intelligence enables them to achieve the desired emotional state. According to Muraina and Oladimeji (2022c), emotional intelligence affects organizational commitment in several ways, including recruiting and keeping workers, career growth, teamwork, dedication of staff members, morale, health, innovation, efficacy, productivity, sales, revenues, quality of service, and client outcomes. Additionally, in line with some theoretical hypotheses, emotional intelligence was linked to many markers of organizational commitment (Jordan *et al.*, 2002). According to them, emotionally savvy people held higher business ranks and obtained more significant merit raises than their counterparts. Additionally, they outperformed their competitors in peer assessments of interpersonal facilitation and stress tolerance.

According to Yusuf and Muraina (2022) research, workers with high emotional intelligence are happier and function better than those with poor emotional intelligence. Additionally, respondents with high emotional intelligence in their professions—male or female—perform better and are happier at work than respondents with poor emotional intelligence in their current positions. Additionally, the researchers concluded that emotional intelligence requires collaboration and interpersonal skills, both essential for success. They also noted that the capacity to recognize and manage others' emotions may

determine a person's dedication to the organization, which could boost motivation and effectiveness (Rangriz and Mehrabi, 2010; Muraina and Oladimeji, 2022c).

Job satisfaction is another variable that affects organizational commitment, and job satisfaction is seen as the enjoyment workers derive from doing a particular type of work. In an organization, the leader's personality and the leadership style that operates in the organization are essential to job satisfaction among its workers. If an employee is satisfied with his job, he does it with joy and a high sense of duty (Ahmad et al., 2019). The level of people's job satisfaction reflects how much they like or detest their work. A general or all-encompassing positive feeling about one's job is satisfaction. Although both scholars and practitioners frequently evaluate several aspects or dimensions of happiness. The employees' satisfaction with important employment variables is examined concerning these aspects. Job circumstances, management, the nature of the work, and benefits are traditional components of job satisfaction (Rathi and Rastoghi, 2009).

According to Kazmi et al. (2008), combining three factors—skill, effort, and the character of the work environment—leads to job satisfaction. The expertise, abilities, and abilities an employee brings to the job are called skills. Effort is the level of motivation an employee has to complete the task at hand, and the character of the working environment is the degree to which these circumstances are accommodated to increase output (Muraina and Popoola, 2022b). Employee and organizational commitment can be positively affected when work satisfaction is adequate. Any company's success is essential for the growth of the business as a whole and of its employees (Muraina and Oladimeji, 2022c). An organization must recognize its top actors who need more training and those who aren't boosting the firm's production and general well-being.

Additionally, to increase employee commitment, businesses must be able to give employees the conditions that will increase their productivity and engagement at work. According to Muraina et al. (2022a), employees are more devoted to their jobs the more their demands are met within a business. A contented employee, he said, functions on two levels of fulfillment: that of his wants and that of the needs of the company. This implies that a worker who is content with their position will also be satisfied with his employer and be more dedicated to that employer. Similarly, Raymond and Mjoli (2013) argued that job satisfaction is related to an individual's high level of dedication to their job, which raises their morale and motivates them to work harder to attain organizational goals. Valaei and Rezaei (2016) emphasized this together with Aydogdu and Asikgil (2011), job satisfaction is the sum of a person's psychological, social, and physical health concerning their work and commitment.

The reward system is also essential to the prediction of organizational commitment. Various writers have defined it. A worker's salary from the employer can significantly influence their commitment to the organization. A worker perceives the value his employer sets on him as a worker rather than just seeing his incentive system as a unit amount. His devotion may directly be impacted by how much he feels appreciated (Terera and Ngirande, 2014). A worker is likelier to work to the best of his skills if he is happy with his pay. A high-earning employee is motivated to work hard to win over his boss to keep his job. The money gives the person a sense of security, makes her feel content, and places him in a position of success that he cherishes (Peter, 2014). A person is much more inclined to put in more time at work if they think their financial advantages are a reasonable trade-off. It has been shown that people who are content with their pay are more devoted and effective (Dreher and Ash, 1990).

An employee who receives a good salary also feels valued by the company. The worker knows management loves his expertise and pays him more than simply the minimum wage (Muraina and Oladimeji, 2022c). When workers' employers do not pay them well, their morale suffers. Many workers may need to work second jobs to generate enough money to exist, leaving them worn out, overworked, and unsatisfied. Commitment rates are often low since employees have no incentive to go above and beyond what is required, and absence rates can frequently be high. However, when workers are adequately paid, turnover is continually high because few want to work for an organization that produces below industry standards (Yusuf and Muraina, 2022).

Non-monetary recognition, however, serves the same purpose as monetary remuneration. To foster job satisfaction and dedication, supervisors and peers must express gratitude and admiration for a well-done job. To motivate employees and produce quality work, recognition is necessary in both the social and organizational environment (Yusuf and Muraina, 2022). In highly professional positions, keeping a sense of high involvement and being a vital part of the company depends on receiving acknowledgment. Recognition has a beneficial relationship to persistence and affective commitment of employees, according to Sandilyan *et al.* (2012). This means that in a typical work environment, a worker with a high level of emotional intelligence, job satisfaction, and an adequate reward system is likely to outperform a colleague with low compensation and also to be satisfied on the job because as long as they perceive themselves to be well paid, they are bound to have an increased commitment. The current study thus concentrates on the impact of emotional intelligence, job satisfaction, and reward systems on Nigerian workers' organizational commitment.

This study investigates the influence of emotional intelligence, job satisfaction, and reward systems on the job commitment of workers in Nigeria. Specifically, the following are the primary purposes of the study:

- (i) To determine the relationship among the independent variables (emotional intelligence, job satisfaction, and reward system) on the job commitment of workers in Ogun state, Nigeria.
- (ii) To examine the joint effect of independent variables (emotional intelligence, job satisfaction, and reward system) on the job commitment of workers in Ogun state, Nigeria.
- (iii) To find out the relative effect of independent variables (emotional intelligence, job satisfaction, and reward system) on the job commitment of workers in Ogun state, Nigeria.

The following research questions guided the study:

- (i) What is the relationship among independent variables (emotional intelligence, job satisfaction, and reward system) on the job commitment of workers in Ogun state, Nigeria?
- (ii) What is the joint contribution of independent variables (emotional intelligence, job satisfaction, and reward system) on the job commitment of workers in Ogun state, Nigeria?
- (iii) What is the relative contribution of independent variables (emotional intelligence, job satisfaction, and reward system) to the job commitment of workers in Ogun state, Nigeria?

2. METHODS

The descriptive ex-post-facto type research design was used in this study. It accurately determined, among Ogun State workers, the effects of independent factors (emotional

intelligence, job satisfaction, and reward system) on the dependent variable (organizational commitment). All individuals who participated in this study were employees in the Nigerian state of Ogun. The population comprises male and female workers and cuts across all available ethnic and religious affiliations. Five (5) Ministries of Civil Service and five (5) Private Companies were chosen for the study using stratified random methods. Twenty-five (25) participants were randomly selected from each of the randomly chosen organizations, totaling (250) people who participated in the study.

A structured questionnaire is the instrument for this study and was used to collect participant data. The questionnaire was divided into sections A and B.

- (i) Section A: Demographical Data. Section A collects the participants' demographic information, including Gender, age, qualification, etc.
- (ii) Section B. In section B, three other valid and standardized instruments were used to collect data in the study. They include several sections.

2.1. Organizational Commitment Scale

The scale created by [Allen and Meyer \(1990\)](#) was used to assess organizational commitment. The measure had 17 items, each of which was given a score on a scale of 1 to 4 (Strongly agree: 4, Agree: 3, Disagree: 2, Strongly disagree: 1). I do not have a solid sense of belonging to this organization is one of the instances of items on the scale. I will be devoted to this group, etc. However, a pilot study was conducted to determine the instrument's reliability before its use, and the scale's internal consistency resulted in a value of .77, demonstrating the scale's suitability for use. Additionally, the Cronbach alpha is a sign of the instrument's excellent construct validity.

2.2. Emotional Intelligence Scale (EIS)

The Emotional Intelligence Scale (EIS), developed by [Goldenberg et al. \(2006\)](#), evaluates emotional intelligence based on self-report answers to questions addressing the evaluation and expression of emotions in oneself and others, regulation of emotions in oneself and others, and use of emotions in problem-solving. Instead of categorizing people or circumstances, it is intended to assist people in labeling their feelings. There were 33 items on the test, each with a score from Strongly Disagree to Agree on a 5-point scale. Strongly. On a five-point scale, participants respond by expressing how much they agree. Employees will be able to take responsibility for their emotions and happiness because the tool has been adequately built to tap into all domains of emotional intelligence. The EIS has shown internal solid consistency with Cronbach's coefficients ranging from 0.87 to 0.90 and a two-week test-retest reliability coefficient of 0.78.

2.3. Job Satisfaction Scale

The respondents' level of job happiness was measured using the job satisfaction scale created by [Sewell and Gilbert \(2015\)](#). The test has fifteen (15) items, and the reliability coefficient is .80. Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1) are the four response categories that were used to anchor the responses to the questionnaire. Test-retest and split-half reliability for the original instrument were 0.70 and 0.79, respectively. It endured localization and a psychometric study of its ten items. The reliability index obtained using the test-retest method was 0.70.

2.4. Reward System Questionnaire (RSQ)

In this section, the Reward System Questionnaire (RSQ), a survey instrument created by Rhoades *et al.* (2001), asked employees to rate their satisfaction with their salary. According to Quaisar *et al.* (2016), the tool showed adequate reliability and dimensionality. On a 5-point scale, respondents were asked to rate their level of satisfaction with several aspects of compensation. How satisfied are you with your take-home salary, how satisfied are you with your benefits package, etc. are a few examples of the items on the scale. The device has a 88 reliability coefficient. The reliability coefficient for the researcher's pilot study, which involved 20 participants, is 0.86.

2.5. Data Analysis

The Pearson Product Moment Correlation (PPMC) was conducted to find the relationship patterns. Multiple Regression analysis was used to test for the joint and relative effects of the independent variables on the dependent variable on a .05 significance level.

3. RESULTS AND DISCUSSION

Table 1 shows that 44.8% of the respondents were male, while 55.2% were female. **Table 2** indicates that 35.6% of the respondents were below 30 years, 46.0% were between 31-50 years, which is the highest number, and 18.4% were above 50 years. **Table 3** indicates that 31.2% of the respondents were SSCE holders, 37.2 % were NCE/OND holders, 25.2% were HND/Bachelor's Degree holders, and 6.4% were postgraduate degree holders.

Table 1. Distribution of respondents based on gender.

Gender	Frequency	Percentage
Male	112	44.8
Female	138	55.2
Total	250	100.0

Table 2. Distribution of respondents based on age group.

Age	Frequency	Percentage
Below 30 Years	89	35.6
31-50 Years	115	46.0
Above 50 years	46	18.4
Total	250	100.0

Table 3. Distribution of respondents based on level of education achieved.

Highest Level of Education	Frequency	Percentage
O' Level	78	31.2
NCE/OND	93	37.2
HND/Bachelor's Degree	63	25.2
Postgraduate	16	6.4
Total	250	100.0

3.1. Research Question One

What is the relationship among independent variables (emotional intelligence, job satisfaction, and reward system) on the job commitment of workers in Ogun state, Nigeria?

Table 4 contains descriptive statistics and inter-correlations among the study variables. As shown in **Table 4**, job commitment of workers in the Ogun state is significantly correlated with emotional intelligence ($r = .764$; $p < .05$), job satisfaction ($r = .666$; $p < .05$), and reward system ($r = .570$; $p < .05$). There were also significant correlations among the independent variables.

Table 4. Descriptive statistics and inter-correlations among the variables.

Variables	N	Mean	SD	1	2	3	4
Job Commitment	250	38.00	14.73	1.00			
Emotional intelligence	250	44.59	14.74	.764**	1.00		
Job satisfaction	250	34.37	11.88	.666**	.725	1.00	
Reward system	250	51.25	10.75	.570**	.654	.603	1.00

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

3.2. Research Question Two

What is the joint contribution of independent variables (emotional intelligence, job satisfaction, and reward system) on the job commitment of workers in Ogun state, Nigeria?

Table 5 shows that when combined, the independent factors (emotional quotient, job satisfaction, and reward system) considerably impact workers' commitment to their jobs in Ogun state, Nigeria. R-value was .783 while R square adjusted value was .613. The job commitment of workers in Ogun state, Nigeria, was examined using multiple regressions, and the analysis of variance produced an F-ratio value of 98.056, accounting for 61.3% of the independent variables. This value was significant at the 0.05 level.

Table 5. Multiple regression analysis on job commitment data.

R = .783				
R ² = .613				
Adjusted R ² = .608				
Standard error of estimate = 9.229				
Analysis of variance				
	Sum of Square (SS)	DF	Mean Square	F
Regression	31387.703	3	10462.568	98.056
Residual	19846.297	186	106.700	
Total	51234.000	189		

3.3. Research Question Three

What is the relative contribution of independent variables (emotional intelligence, job satisfaction, and reward system) to the job commitment of workers in Ogun state, Nigeria?

Table 6 shows that the independent variables significantly contributed to the prediction of job commitment of workers in Ogun state. In terms of the magnitude of contribution, emotional intelligence made the most significant contribution ($\beta = .557$; $t = 8.647$; $p < 0.05$) to the prediction. Other variables made substantial contributions in the following order: Job satisfaction ($\beta = .217$; $t = 3.545$; $p < 0.05$) and reward system ($\beta = .017$; $t = 1.348$; $p < 0.05$).

Table 6. Relative contribution of independent variables to the prediction.

Unstandardized coefficients		Standardized coefficients		t	p
Model	B	Standard error	Beta		
Constant	1.333	2.929		.455	.000
Emotional intelligence	.269	.064	.557	3.545	.000
Job satisfaction	.557	.076	.217	8.647	.000
Reward system	.103	.074	.017	1.348	.002

3.4. Discussion

The first research question's findings showed a substantial relationship between employees' job dedication and their emotional intelligence ($r=.764$; $p.05$), job satisfaction ($r=.666$; $p.05$), and reward system ($r=.570$; $p.05$). Significant correlations between the independent variables were also present. This result aligns with a study by [Alsughayir \(2021\)](#); [Jain \(2016\)](#), who examined the connection between organizational commitment and employee emotional intelligence. In that study, it was discovered that emotional intelligence was positively correlated with organizational commitment. In a similar vein, [Lee \(2018\)](#) found that among Chinese respondents in their study on the impact of job satisfaction on organizational commitment among researchers and development scientists in China, the construct of job satisfaction was a significant predictor of organizational commitment. Additionally, in line with some theoretical predictions, emotional intelligence was linked to several organizational commitment indicators ([Gopinath et al., 2020](#); [Onyemah and Omoponle, 2022](#)). According to them, emotionally intelligent people received higher promotions for merit and held higher company ranks than their counterparts. Additionally, they outperformed their competitors in peer assessments of interpersonal facilitation and stress tolerance.

Another study discovered that job happiness also influences civil officials' commitment to their organizations. [Eslami and Gharakhani \(2012\)](#) study, which found that a person's level of job satisfaction will help them to spend more effort in their career and endure longer in facing the incidence of hurdles in the workplace, corroborated this finding. They also showed that when frustration struck a person with high job satisfaction, they were able to bounce back quickly, avoid collapsing under the weight of daily work stress, and continue to be dedicated to their goals ([Zopiatis et al., 2014](#); [Black and Gregersen, 1999](#)). Additionally, an individual's emotional intelligence will influence whether they anticipate a specific event with optimism or pessimism, affecting their desired motive and behaviors ([Pathak and Goltz, 2021](#); [Kilduff et al., 2010](#)). Previous research has shown that someone capable of handling life's obstacles will be motivated and use constructive coping mechanisms, resulting in the desired outcome ([Vomberg et al., 2015](#)).

It is undeniable and consistent with the current findings that the compensation system significantly affects employees' dedication to their jobs. Following this finding, [Muraina and Popoola \(2022b\)](#) proposed that feedback is crucial in increasing employee commitment and lowering absenteeism. Feedback also works well for presenting the variables that affect behavioral and personal outcomes. Constructive criticism helps employees execute their tasks more effectively while improving communication between management and staff. When exact information is given constructively, employees and supervisors can improve or alter their performance. All staff should get regular praise and encouragement for their efforts, while those who fall short of standards should be informed of any difficulties and provided coaching on how to improve. Employees' motivation is maintained when their

performance is positively evaluated, encouraging them to keep going on the same path (Khan et al., 2013). It will help to avoid work issues and lessen surprises during the performance review if you communicate with a worker kindly when they need to enhance their performance. For instance, because it reduces anxiety about work-related issues at home, performance evaluations may lower the positive link between weariness and work-home intrusion (Baleghizadeh and Gordani, 2012; Atambo and Momanyi, 2016).

According to the answer to the second research question, the independent factors (emotional intelligence, job satisfaction, and reward system), when combined, significantly impact how committed employees are to their jobs. R's value was 783, while R²'s adjusted value was 613. The analysis of variance conducted on the multiple regressions produced an F-ratio value of 98.056, with the workers' dedication to their jobs accounting for 61.3% of the independent variables. The findings indicate that the ability of the independent variables to predict employees' commitment to their jobs could not have occurred by accident. This result is consistent with Gould-Williams and Davies (2005), who discovered that employees with high emotional intelligence are happier and work harder than those with poor emotional intelligence. Additionally, respondents with high emotional intelligence in their roles—male or female—perform better and are happier in their jobs than those with low emotional intelligence. The trio adds that the ability to perceive and control others' emotions may determine an individual's organizational commitments as well as emotional intelligence, and this could also increase the motivation and effectiveness of the workers, which involves collaboration and getting along with different individuals that are critical to success.

Muraina et al. (2022a) discovered that achieving job satisfaction entails a wide range of factors, including problem-solving skills, developing collaborative relationships with coworkers, and winning the support and respect of coworkers. As a result, they added that there was no particular problem with conceptualizing job satisfaction because it entails a person's capacity to manage their responsibilities and deal with challenges in their line of work. Muraina et al. (2022a) added that including all areas of a person's life outside of a paid job, which might result in an integrated completeness for the individual, impacts reward in any business. However, no one sector must be so dominating that it negatively affects the value obtained from the other spheres to achieve managerial effectiveness. Because of this, receiving a reward involves more than just completing work for pay; it also involves living a life that incorporates one's ideals and principles and doing it honestly. Khan et al. (2013) assert that people's views toward their work and general well-being are linked to the meaning they assign to it. It is clear that research on rewards has grown recently (Ferreira, 2021; Olanrewaju and Omoponle, 2017), and concern and interest in the workplace have grown along with the area of psychology (Omoponle, 2019; Kazdin, 2008).

The answer to the last research question showed that the independent variables significantly influenced the prediction of employees' commitment to their jobs. Emotional intelligence contributed the greatest in terms of magnitude, followed by job satisfaction and the reward system. According to Muraina and Popoola (2022b), in line with this finding, an employee's sense of emotional intelligence can be seen as a personal tool for self-adjustment that will encourage them to continue working toward the assigned organizational goal and give them a sense of satisfaction. They asserted that organizational commitment and emotional intelligence can be seen simultaneously because both are generated from an individual's sense of competence in the workplace. Additionally, they demonstrated how people with high emotional intelligence may seek out situations where they feel fulfilled and engage with people who respect their competence in carrying out

duties, which may encourage them to create a feeling of commitment. They, therefore, concluded that an employee who is happy with their employment is better able to maintain their devotion to their profession and build up a positive interpersonal network with those around them in a ministry environment. On the other hand, employees who cannot satisfy the demands of the workplace will feel stressed and exhibit a lack of dedication (Adewuyi and Dwarika, 2023; Yusuf and Muraina, 2022).

According to Luthans (2002) research, people who are happy in their professions are more capable of handling work-related duties and are more likely to complete tasks to meet objectives. Therefore, higher organizational commitment can be predicted using work satisfaction (Yusuf and Muraina, 2022; Muraina & Oladimeji, 2022c). In addition, Joo and Jo (2017) hypothesized that reward systems may affect helpful behaviors by instilling a sense of accountability and elevating the psychological significance or satisfaction of employment. By enabling workers to understand the importance of their jobs in the organization's overall functioning, increased job satisfaction and enjoyment could encourage helpful behavior in them, supporting the earlier work (Demir, 2020). According to the job characteristics model developed by Gunawan and Amalia (2015), employment with higher levels of autonomy, feedback, task identification, and skill variation will lead to increased feelings of meaning, responsibility, and result knowledge. Increases in emotional intelligence, rewards, and job satisfaction raise the critical psychological states, which in turn encourage higher organizational commitment, internal work motivation, better work performance, fewer days of absence, and a smaller percentage of staff turnover.

4. CONCLUSION

According to the study, employees who consistently lack dedication to their jobs do not have to do so indefinitely. As a result, this study also inferred that employees' commitment to their jobs is significantly influenced by their emotional intelligence, job satisfaction, and reward system. Accordingly, low job satisfaction, a lack of emotional intelligence, and a subpar compensation system will unquestionably have a detrimental impact on employees' dedication to their jobs. Workers must be permitted to participate in the organizational decision-making process by their managers and directors. This will ensure that employees are more committed to the organization. By inference, enhanced job satisfaction, emotional intelligence, and sound incentive systems in the organizational sectors can improve employee loyalty. For us to have effective and better organizational commitment of workers in Ogun State and other States of Nigeria, these aspects must be improved in our organizations.

Recommendations are the following:

- (i) Organizations should endeavor to provide an enabling environment for the workers to enhance the level of organizational commitment among organizations workers and increase their well-being outside the corporate environment.
- (ii) Workers are to be trained on how to improve their job satisfaction and emotional intelligence because their level of job satisfaction and emotional intelligence are significant in influencing the organizational commitment of civil servants in society.
- (iii) Employees are encouraged to ensure effective management of human and material resources during and after working hours and professionalism because human and material resources management influences workers' organizational commitment in society.

- (iv) The managers and directors should try as much as possible to allow the workers to participate in the organization's decision-making system. This will help ensure an improved organizational commitment of workers in the organization.

5. AUTHORS' NOTE

The authors declare that there is no conflict of interest regarding the publication of this article. Authors confirmed that the paper was free of plagiarism.

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