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Psychosocial Predictors of Organizational Commitment: A Quantitative Study among Workers in Nigeria

Samiat Afolashade Ishola[1,2]*

[1]Virginia Tech, US
[2]University of Ibadan, Ibadan, Nigeria
*Correspondence: E-mail: samiat@vt.edu

A B S T R A C T

Organizational commitment is essential for employee performance, stability, and long-term institutional growth. This study investigates emotional intelligence, job satisfaction, and reward systems as psychosocial predictors of organizational commitment among workers in Nigeria. A quantitative survey design was employed, using validated psychological scales to collect data from 250 respondents across ten organizations in Abeokuta. Multiple regression and Pearson correlation analyses were used to determine the predictive strength of each variable. Results revealed that emotional intelligence had the strongest positive influence on organizational commitment, followed by job satisfaction and the reward system. Because these factors address emotional, motivational, and recognition-related needs, they collectively promote loyalty and reduce turnover intention. The study recommends integrating emotional intelligence training and reward-based motivation systems into workforce strategies. Its contribution lies in providing data-driven evidence for aligning human resource practices with psychological needs in the workplace, particularly in developing contexts. Further research should examine cross-sectoral applications of these findings.

A R T I C L E I N F O

1. INTRODUCTION

Organizational commitment has become a vital component in achieving workforce stability, performance, and institutional development (Hasan *et al.,* 2023). Many reports regarding organizational management have been well-documented (**Table 1**). It refers to an individual's psychological attachment to their organization, which influences their intention to remain, work effectively, and align with institutional goals. In the evolving dynamics of workplace expectations, understanding the predictors of such commitment is critical for organizational sustainability (Allen & Meyer, 1990).

Table 1. Previous studies on organization management.

No	Title	Reference
1	Development and increase of competitiveness of the organization	Kalandarovna and Qizi (2023)
2	Enhancing job satisfaction through human resource information systems and communication: A commitment-based approach to achieve Sustainable Development Goals (SDGs) in education-oriented organizations	Imaniyati *et al.* (2025)
3	Leadership and organizational cultural roles in promoting sustainable performance appraisal and job satisfaction among academic staff	Adeoye *et al.* (2023)
4	Influence of motivational style in enhancing job productivity in industrial organizations	Shittu and Lasisi (2023)
5	Emotional intelligence, job satisfaction, reward system and organizational commitment among workers	Afolashade *et al.* (2024)
6	Role of non-governmental organizations (NGOs) in disaster response and recovery efforts: An investigation in Bangladesh	Amin (2024)
7	General theory of organizational behavior: An educational perspective	Glushchenko (2022)
8	Ethnographic study: Implementation of digital knowledge management in the student organization in higher education	Nailalmarom *et al.* (2025)
9	Organization of extracurricular physical education at school and its role in the physical and mental improvement of students	Saodat (2023)

Among various psychological factors, emotional intelligence, job satisfaction, and reward systems have gained attention for their influence on employee behavior. Emotional intelligence, the ability to perceive, manage, and regulate emotions, enables individuals to build interpersonal relationships and cope with occupational stress, which in turn fosters organizational commitment.

Job satisfaction, defined as an individual's positive emotional response to job experiences, reinforces professional stability and engagement. Meanwhile, reward systems (ranging from compensation to recognition) act as external motivators that enhance loyalty by meeting employees' expectations of fairness and value (Olajide, 2000).

These psychosocial variables become particularly relevant in developing countries such as Nigeria, where public and private sector organizations struggle with high turnover rates and inconsistent staff engagement. However, limited studies have simultaneously examined how these three factors predict organizational commitment in such contexts.

This study aims to fill that gap by investigating the predictive roles of emotional intelligence, job satisfaction, and reward systems on organizational commitment among Nigerian workers. The study also contributes practical insights for workforce development policies based on psychological frameworks.

2. METHODS

This study employed a quantitative survey research design to explore the extent to which emotional intelligence, job satisfaction, and reward systems predict organizational commitment. The design allowed for the collection of numerical data suitable for correlation and regression analysis. The population comprised employees from public and private organizations in Abeokuta, Nigeria.

Using stratified random sampling, 250 respondents were selected across 10 organizations to ensure representativeness in terms of gender, job level, and organizational type. **Table 2** presents the demographic characteristics of the respondents.

Table 2. Distribution of respondents by demographic variables.

Variable	Category	Frequency	Percentage (%)
Gender	Male	110	44.0
	Female	140	56.0
Age	20–30 years	83	33.2
	31–40 years	110	44.0
	41 years and above	57	22.8
Marital Status	Single	104	41.6
	Married	146	58.4
Education Level	Secondary/ND	80	32.0
	Bachelor's degree	120	48.0
	Postgraduate	50	20.0

Four standardized instruments were used:
(i)   Emotional Intelligence Scale: measured self-awareness, empathy, self-regulation, and social skills.
(ii) Job Satisfaction Scale: assessed work content, environment, supervision, and growth opportunities.
(iii) Reward System Scale: evaluated perception of compensation fairness, recognition, and promotion.
(iv) Organizational Commitment Scale (Allen & Meyer, 1990): covered affective, continuance, and normative commitment.

All instruments used a 5-point Likert scale and had established reliability coefficients above 0.70 from previous validations. We analyzed statistics to get a better understanding of the results. Detailed information on how to analyze using statistical analysis is reported elsewhere (Fiandini *et al.*, 2024; Rahayu *et al.*, 2024; Afifah *et al.*, 2022). Questionnaires were administered in person and via email, with ethical clearance obtained and informed consent secured. Data were analyzed using:
(i)   Pearson Product-Moment Correlation to test relationships among variables,
(ii) Multiple Linear Regression to identify the most significant predictors of organizational

3. RESULTS AND DISCUSSION

This section presents the results of the data analysis and discusses them in light of existing literature. The main analyses conducted were Pearson product-moment correlation to assess the relationships among variables, and multiple regression to determine the predictive strength of emotional intelligence, job satisfaction, and reward systems on organizational commitment.

3.1. Relationship Among Variables

Pearson correlation analysis was conducted to determine the strength and direction of relationships among emotional intelligence, job satisfaction, reward system, and organizational commitment. **Table 3** presents the correlation matrix.

Table 3. Correlation matrix among variables.

Variables	EI	JS	RS	OC
Emotional Intelligence (EI)	1.000			
Job Satisfaction (JS)	0.532**	1.000		
Reward System (RS)	0.464**	0.553**	1.000	
Org. Commitment (OC)	0.614**	0.552**	0.433**	1.000

Note: Correlation is significant at the 0.01 level (2-tailed)

The results show that emotional intelligence had the highest correlation with organizational commitment (r = 0.614, p < 0.01), followed by job satisfaction (r = 0.552, p < 0.01) and reward system (r = 0.433, p < 0.01).

These findings highlight that all three variables are positively and significantly related to organizational commitment, with emotional intelligence emerging as the most influential factor.

Employees who are emotionally aware, empathetic, and capable of regulating their emotions tend to communicate better, manage stress more effectively, and build stronger relationships, which fosters resilience and loyalty, consistent with Schwarzer and Hallum (2008).

Job satisfaction also demonstrated a robust link to commitment, as employees who feel recognized and fulfilled in their roles are more motivated, less conflicted, and more likely to remain engaged, supporting Skaalvik and Skaalvik (2010).

Although weaker, the reward system still showed a meaningful effect, suggesting that fairness in pay, promotion, and recognition strengthens employees' sense of value and responsibility toward their organization, in line with Olajide (2000).

3.2. Predictive Roles of EI, JS, and RS

To determine the extent to which emotional intelligence, job satisfaction, and reward system predict organizational commitment, multiple regression analysis was conducted. **Table 4** summarizes the regression results.

Table 4. Regression summary of predictors of organizational commitment.

Model	B	Std. Error	Beta	t	Sig.
(Constant)	2.637	0.230	–	11.466	0.000
Emotional Intelligence	0.557	0.058	0.534	9.586	0.000
Job Satisfaction	0.260	0.063	0.228	4.112	0.000
Reward System	0.098	0.053	0.101	1.841	0.067

Note: R = 0.783, R^2 = 0.613, F(3, 246) = 130.091, p < 0.001

The regression model was statistically significant, F(3, 246) = 130.091, p < 0.001, indicating that the combination of emotional intelligence, job satisfaction, and reward system reliably predicts organizational commitment.

The R^2 value of 0.613 implies that 61.3% of the variance in organizational commitment can be explained by the three independent variables.

Among the predictors, emotional intelligence made the strongest unique contribution to the model (β = 0.534, t = 9.586, p < 0.001). This finding underscores the critical importance of emotional competence in fostering organizational loyalty and engagement. Emotional intelligence enables employees to effectively interpret social cues, manage stress, and build interpersonal trust, all of which contribute to stronger affective and normative commitment.

Job satisfaction was the second strongest predictor (β = 0.228, t = 4.112, p < 0.001). This suggests that employees who feel fulfilled, supported, and recognized in their roles are more likely to demonstrate a long-term attachment to their organization. The positive influence of job satisfaction affirms the role of intrinsic motivation in shaping organizational attitudes (Duffy & Lent, 2009).

The reward system, while positively associated with organizational commitment, did not reach the conventional level of statistical significance (β = 0.101, t = 1.841, p = 0.067). This suggests that although rewards contribute to commitment, their impact may be conditional or mediated by other variables such as job satisfaction or perceived fairness.

It is also possible that in some contexts, employees' value emotional and interpersonal aspects of work more than material rewards, especially in collectivist or resource-constrained environments such as Nigeria (Farh *et al*., 2000).

3.3. Interpretation and Implications

The findings of this study align closely with the multidimensional theory of organizational commitment (Allen & Meyer, 1990), which emphasizes affective, continuance, and normative components.

Emotional intelligence was found to have the strongest influence, particularly supporting affective commitment by fostering workplace empathy, positive interactions, and resilience (Lopes *et al*., 2006). This supports prior research indicating that emotionally intelligent employees form deeper psychological attachments to their organization and handle occupational stress more effectively (Schwarzer & Hallum, 2008).

Job satisfaction's positive predictive value confirms its role in enhancing both affective and normative commitment. Employees who feel satisfied with their job tasks, supervision, and growth opportunities tend to internalize organizational goals and stay longer.

This is consistent with previous findings (Skaalvik & Skaalvik, 2010), who showed that satisfaction strengthens professional confidence and institutional loyalty.

Although the reward system did not emerge as a statistically significant predictor in the regression model, its moderate positive correlation with commitment suggests that rewards still play a role in reinforcing organizational behavior.

The effect of reward systems may be more pronounced when mediated by job satisfaction or moderated by perceived fairness. The weaker predictive power may also reflect sector-specific limitations, such as budget constraints or unclear performance-reward linkages, especially in public-sector organizations in developing countries (Farh *et al*., 2000; Olajide, 2000).

These findings carry important implications for human resource managers and policymakers. Because emotional intelligence emerged as the strongest predictor, organizations should prioritize soft skills training, emotional regulation workshops, and supportive leadership development.

Job satisfaction must also be cultivated through clear communication, fair evaluation systems, and opportunities for professional growth. While monetary rewards may be

constrained, symbolic recognition and internal promotion pathways can serve as effective alternatives to reinforce loyalty and morale.

Theoretically, this study contributes to the growing evidence that psychosocial variables (not just structural factors) play a critical role in shaping organizational commitment. Practically, it offers direction for developing non-monetary strategies to retain employees, especially in resource-limited contexts like Nigeria.

4. CONCLUSION

This study examined emotional intelligence, job satisfaction, and reward systems as psychosocial predictors of organizational commitment among workers in Nigeria.

Using a quantitative approach with regression analysis, the findings revealed that emotional intelligence was the most significant predictor, followed by job satisfaction, while the reward system showed a moderate but non-significant influence. Because these factors address emotional, motivational, and psychological needs, they play a key role in shaping employees' intention to remain committed to their organization.

The study highlights the need for organizations (particularly in developing countries) to integrate emotional intelligence development and job satisfaction enhancement into their workforce strategies.

The novelty of this paper lies in its empirical confirmation of emotional intelligence as a stronger predictor than traditionally emphasized factors like rewards.

Future research should explore potential mediating and moderating variables and test these relationships across sectors and cultural contexts to build a more nuanced model of organizational commitment.

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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