



**INFLUENCE OF WORK ABSENTEEISM, JOB SATISFACTION, AND  
ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT  
AMONG RECORDS MANAGEMENT PERSONNEL IN STATE CIVIL SERVICES  
OF SOUTH-EAST, NIGERIA**

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**ABSTRACT**

*This paper investigated the influence of work absenteeism, job satisfaction and organizational culture on organizational commitment of records management personnel in state civil services of south-east, Nigeria. The organizational commitment of records management personnel questionnaire with its reliability coefficient of 0.84 was the main research instrument used for the study. The questionnaire was used for the data collection on 910 randomly sampled out of a population size of 1264 records management personnel in the studied six state civil services of south-east Nigeria. All the 910 copies of the questionnaire were retrieved and found valid for analysis giving a response rate of 100 percent. The study found that organizational commitment had significant: negative correlation with work absenteeism, but positive correlations with job satisfaction and organizational culture of the respondents. Work absenteeism, job satisfaction and organizational culture had significant influence on organizational commitment of the respondents. It was also found that there was no significant difference in organizational commitment of the respondents based on their workplace. It was therefore recommended among others that the state governments and civil service administrators should urgently consider work absenteeism, job satisfaction and organizational culture when planning to improve the organizational commitment of their records management personnel.*

**Keywords:** Work absenteeism, Job satisfaction, Organizational commitment, Organizational culture, Records management staff, Nigeria

**Introduction**

Archives and records management practices have now acquired a new level of visibility and importance within public and private sectors in Africa particularly in Nigeria. And consequently, most organizations including state civil service are acknowledging the relevance of comprehensive, high quality and effective archives and records management solutions to

improve service delivery to the populace. The new civil service reforms in Nigeria are anchored on functional archives and records management system for achieving the goals of civil service. The civil service as the integral part of the executive arm of government is expected to translate the government policies into actions. The state governments and civil service administrators in Nigeria have realized that archives and records are stock in trade of the civil service for improved government business transactions to the populace. Record keeping is about the management of records from creation to either destruction or preservation (Reed, 2005). The records management personnel in the state civil services in Nigeria are expected to provide high quality information services to support business operations of their state governments. They must exhibit high organizational commitment by being loyal to their state governments and dedicate themselves to the discharge of their responsibilities.

However, the state governments in Nigeria have realized the need for securing the commitment of workers particularly records management personnel in their employment to achieve desired goals and purposes. It must be noted that when employees especially records management personnel are committed to their employer, take pride in organizational membership and believe in its goals and values, the resultant effect is higher level of work performance and organizational excellence. Committed workers like records management personnel in the state civil services in Nigeria may have a stronger sense of belonging to the organization (the civil service) and a greater desire to remain organizational members. They are willing to make extra efforts for the organization; and, in most work situation they put the organizations interest before their personal interests. Past studies have revealed that committed employees are less likely to leave the organization and more likely to make extra efforts on its behalf than other, less committed employees (Mowday, Porter & Steers, 1982; O'Reilly & Chatman, 1986).

Organizational commitment is defined as the extent to which an employee feels a sense of allegiance to his/her employer (Muchinsky, 2000). Meyer and Allen (1997) asserted that in general, organizational commitment reflects the employee's relationship with the organization and that it has implications for his/her decision to continue membership in the organization. Committed workers such as records management personnel in the service of state governments in Nigeria are likely to exhibit high job satisfaction, lateness to work, lower withdrawal cognition, low work absenteeism, and improved work effectiveness. Job satisfaction has been recognized as a component of organizational commitment (Kovach, 1977). It is averred that job satisfaction is a state of pleasure gained from applying one's values to a job (Locke, 1969). Spector (1997) believed that job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job. Researchers have found that job satisfaction is correlated with organizational commitment of the workers across workplaces (Bateman & Strasser, 1984; Marsh & Mannari, 1977; Williams & Hazer, 1986; Rose, 1991).

Beside job satisfaction, work absenteeism, is a crucial factor that has serious effect on organizational commitment of employees in any organization like civil service system. Work absenteeism may be defined as an habitual pattern of absence from a duty or obligation. Frequent absence from work by an employee in an organization like civil service may attract punishment like pay cut, short charge for the work not done, summary dismissal, and

compulsory retirement. In addition, regular absence from the workplace is an indicator of low job satisfaction, and low organizational commitment that may lead to poor work performance. Robson (2008) and Dick (2006) were of the opinion that work absenteeism and job tenure are critical factors that affect organizational commitment of employees in white collar jobs. Mishel (1998) and Madsen and Kalleberg (1993) noted that turnover intentions and work absenteeism are higher for lower level jobs than they are for high pay and high status position. And that both turnover intentions and work absenteeism significantly related to organizational commitment of employees in public sector enterprises.

Organizational culture like job satisfaction is very important to the success of any state government and the civil service in any economy. Kotter and Heskett (1992) investigated the relationship between organization culture and performance and found that financial performance was higher among organizations which have adaptive cultures. Corporate culture may be seen as a complex whole which includes knowledge, beliefs, values, rules and regulations, morals, symbols, images, habits and any other capabilities acquired by man as a member of an organization. Cameron and Quin (1999) noted that means of compliance, motives, leadership, decision making effectiveness, values and beliefs are key elements that can be used to measure. Smircich (1983) reiterated that organizational culture gives members of an organization identity and facilitates collective commitment. Also, organizational culture promotes social system stability and shapes behaviour by helping members to make sense of their surroundings.

Normally, records management personnel in the state civil services of south-east geopolitical zone of Nigeria are expected to work for five days of with hours in a week. It is sad to note that the state governments incurred much financial loss due to frequent absence from work of these group of employees called records management staff. Most often times, they were alleged by the state governments and civil service administrators that they allowed free access to classified records thereby leaking secret information to unauthorized persons. Some of the records management staff like other civil servants steal work time to do private business to supplement their income. They also have poor conditions of service that seriously lead to low job satisfaction among them. It is often accepted that public sector employees are less committed than their counterparts in the private sector (Balfour & Wechsler, 1991).

It is also noted that the civil service has rigid culture that do not allow creativity and innovation among its workforce. One of the major characteristics of creative and innovative workers is high organizational commitment. It is against this backdrop that the present study investigates job satisfaction, work absenteeism and organizational culture as factors influencing organizational commitment of records management personnel in the state civil services of south-east, Nigeria. It is also noted that there is dearth of literature in the field of Archives and records management dealing with work absenteeism, job satisfaction, and organizational culture of records management in the public sector organizations.

### **Purpose of Study**

This study seeks to find out the influence of work absenteeism, job satisfaction and organizational culture on organizational commitment of records management personnel in the state civil services of south-east, Nigeria.

### Research Hypotheses

The following hypotheses were formulated and tested at  $\alpha = 0.05$  levels of significance to pilot the conduct of this study: -

1. There are no significant correlations among work absenteeism, job satisfaction, organizational culture and organizational commitment of the records management personnel in the studied state civil services in Nigeria.
2. Work absenteeism, job satisfaction and organizational culture will not significantly influence organizational commitment of records management personnel in the studied state civil services in Nigeria.
3. There is no significant difference in organizational commitment of records management personnel by their place of work or the studied state civil services in Nigeria.

### Literature Review

Organizational commitment is a psychological construct that has been described and operationalized for some years ago. Meyer, Allen and Smith (1993) defined organizational commitment as a psychological state that is representative of an employee's relationship with the organization, and influences the employee's decision to remain employed at a particular organization. Allen and Meyer (1990) gave a three component of organization commitment, namely the affective commitment, continuance commitment and normative commitment. The affective commitment is explained as an emotional attachment to the organization. Continuance commitment is explained by the perceived costs associated with leaving the organization. Normative commitment refers to the perceived obligation to remain in the organization (Meyer, Stanley, Herscovitch and Topolnytsky, (2002) operationalized measures of the three components of the organizational commitment have been found to predict many important organizational outcomes such as tasks performance, contextual performance and job satisfaction (Becker & Billings, 1993; Herscovitch & Meyer, 2002; Lepine, et.al, 2002; Meyer et.al, 1990).

Job satisfaction is more simply conceived of as the response of an individual to the conditions of work as these perceptions are shaped by objective differences in work conditions and different interpretations of the conditions. Blum and Naylor (1986) defined job satisfaction as a general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics, and group relations apart from the work life. This is used as a working definition of job satisfaction in the present study.

However, several researches have made the case that job satisfaction is a predictor of organizational commitment, work performance, and service quality Price, 1977; Oshagbemi, 2000; Yousef, 1998; Dienhart & Gregoire, 1993). Tella, Ayeni and Popoola (2007) studied the work motivation, job satisfaction and organizational commitment of library personnel in academic and research libraries in Oyo State, Nigeria; and found that work motivation significantly correlated with organizational commitment while job satisfaction did not to the

organizational commitment of their respondents. Mowday et.al (1982) posited that as an attitude, differences between commitment and job satisfaction are seen in several ways. Commitment is a more global response to an organization and job satisfaction is more of a response to a specific job or various facets of the job. More so, Iverson (1996), Iverson and Roy (1994) and Mathieu and Zajac (1990) reported that organizational commitment mediates the effects of job satisfaction on attitudes toward organizational change. Yousef (2000) found that satisfaction with various facets of the job directly and positively influenced different dimensions of organizational commitment of workers in the United Arab Emirates. Popoola (2005) established that age, turnover intentions and job satisfaction had significant relationship with organizational commitment of records management personnel in Ondo State civil service of Nigeria.

However, Harrison and Hubbard (1998) studied the commitment levels of Mexican employees in a United States firms located in Mexico. The study revealed that job satisfaction, participative decision making and age were predictors of organizational commitment. Similarly, Young, Worshal and Woehr (1998) examined the factors associated with organizational commitment among blue collar workers. The study found that job satisfaction, job characteristics, communication climate and leadership satisfaction significantly related to organizational commitment of their studied participants. Bhagat and Chassie (1981) conducted a study on the determinants of organizational commitment among working women. The study revealed that satisfaction with promotional opportunities was the best predictor of organizational commitment, closely followed by role stress. Furthermore, the study also showed that age, education, and need for achievement did not significantly predict organizational commitment among working women.

Employee absenteeism from work is a costly personnel problem that has attracted remarkable interest of organizational behaviour researchers in recent times. Hanisch and Hulin (1991) and Hackett (1989) opined that absence from work and work related attitudes such as job satisfaction and organizational commitment are strongly related. Rose and Miller (1984) opined that for a lowly committed or dissatisfied employee, absence can have a positive role. It may provide him/her an opportunity to avoid the negative emotions associated with work. Conversely, employees who are highly satisfied with their jobs or strongly committed the organization will avoid withdrawal behaviours and maintain continued attachment to work (Blau & Boal, 1987). Sagie (1998) studied the employee absenteeism, job satisfaction and organization commitment among workers in a medium-sized town in Israel and reported that work absenteeism had negative correlation with organizational commitment and job satisfaction of his studied participants. Guest (1991) concludes that high organizational commitment is associated with lower turnover and work absenteeism but no clear association with work performance of workers in an organization.

Mathieu and Zajac (1990) found that the withdrawal behaviours of turnover and absenteeism were best predicted by affective organizational commitment. Organizational commitment and job involvement have been reported to be significant predictors of turnover and absence of workers in some work organizations (Brown, 1996; Huselid and Day, 1991). Lincoln and Kalleberg (1990) observed that Japanese workers have lower rates of absenteeism

than American workers, work longer hours on average, and seldom use all of their allotted vacation time. It has been argued that such differences are due to higher levels of commitment by Japanese workers and the economic success of their firms. The popular reasons that increasingly crop up in the Nigerian public service, why workers frequently absent from work include stomach upset, food poisoning, headaches and migraine, back problems, stress, malaria fever, and funeral, wedding, and naming ceremonies.

More so, work absenteeism is the habitual pattern and practice of failing to show up at work. The distinction needs to be made between absence for appropriate reasons (illness, medical reasons) and absence for inappropriate reasons (being drunk, being absent without any reason at all), intermediate cases include severe personal or family problems, stress, inability to cope and workload. In a nutshell, work absenteeism of any group of workers specifically records management personnel in any organization may be grouped into two classes, namely voluntary absence and involuntary absence. Voluntary absence means non-presence at work with due permission by a records management staff while involuntary absence implies nonattendance at work without just cause and due permission. Direct measure of absence from work involves classifying the time loss according to the reasons for absence documented in the personnel records or reported by the employees (Brooke & Price, 1989; Mathieu & Kobler, 1990).

Organizational culture is another important construct that is of interest in this study. Schein (1992) defined organizational culture as a pattern of basic assumptions- invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think and feel in relation to those problems. Armstrong (1999) viewed organizational or corporate culture as the pattern of values, moral, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and things get done. This is used as a working definition of organizational culture in this study.

Cole (1997) reiterated that the corporate culture usually includes dominant values at work, active management style, relationships with customers, the community and employees as well as attitudes toward quality, safety and ethical issues in an organization. Bate (1994) noted that organizational culture is the set of often unconsciously held beliefs, ideas, knowledge and values which shape the way things happen and make some courses of action unthinkable. Schienstock (2000) sees corporate culture as a network of interlocking rituals, norms, assumptions, and values that have developed out of continuous interactions among the members of an organization. Whatever the way we look at corporate culture, it may be a dominant factor in explaining job satisfaction, work absenteeism and organizational commitment of workers in an organization particularly public sector organization. Lincoln and Kalleberg (1990) hypothesized that differences in organizational commitment of Japanese and American workers are due to differences in organizational structures and strategies of Japanese and American firms rather than cultural differences in attitudes toward work. Their results do generally revealed that organizational commitment accounts for much of difference in organizational behaviour noted between American and Japanese workers.



However, some researchers have observed that individuals from different cultures exhibit fairly dissimilar levels of organizational commitment (Near, 1989; Al-Meer, 1996). Organizational culture, job satisfaction and cohesion was found to have significant relationship with organizational commitment among managers in some selected organizations in Saudi Arabia (Odom, Randy & Dunn, 1990). It must be noted that corporate culture is very important for the success of the organizations like civil service system. Keritner and kinicki (2001) reported that organizational culture is significantly correlated with employee behaviour and attitudes. More importantly, Schneider, Goldstein and Smith (1995) found that individual and organizational values had significantly associated with the organizational commitment and job satisfaction of their studied population of workers in United Kingdom. Bryson (1999) submitted that strong cultures represent an emotional feeling of being part of the information service unit and its parent organization, and lead to greater employees' commitment and motivation.

### **Research Methodology**

The descriptive research design of correlational type was adopted for the study. The study population consisted of 1264 records management personnel in the five state civil services of south-east, Nigeria. A sampling fraction of 72 percent was used to randomly select 910 out of 1264 records management personnel across the five state civil services using proportional allocation to size method. The Questionnaire named Organizational commitment of records management personnel (OCRMP) Scale was employed for data gathering. It was divided into five main sections. Section 'A' deals with personal characteristics of the respondents such as gender, age, marital status, and work experience. Section 'B' deals with the work absenteeism of the respondents. Objective (personnel records) and subjective (self-report) measures of absenteeism were used for data collection. This measure tapped the number of work days during the past one year that were taken off for any of the following five reasons: certified sickness, uncertified sickness, family obligations (e.g. child illness, marriage, and funeral), vacation (paid/unpaid), and other reasons (such as personal affairs, community activities, religious activities, or unexcused absence). Section 'C' deals with Job satisfaction of the respondents. It is a-20 item Minnesota satisfaction Questionnaire developed by Weiss, Dawis, England and Lofquist (1967).

The response format ranged from 1= very dissatisfied to 5= very satisfied. It has a reliability coefficient of 0.90. It was revalidated and the reliability coefficient of 0.84 was obtained using cronbach- Alpha method. Section 'D' deals with organizational culture of the respondents. It is a – 26 item organizational culture developed by the researcher. The respondents were asked to rate the value placed on the cultural items by their organizations using response format ranging from 5= very highly valued to 1= very lowly valued. It has a reliability index of 0.88 using Cronbach- Alpha method. Section 'E' deals with organizational commitment of the respondents. It is a-24 item organizational commitment developed by Allen and Meyer (1990). It is divided into three parts: Affective commitment scale= 8 items,  $\alpha$ = 0.87; continuance commitment= 8 items,  $\alpha$ = 0.75; and normative commitment= 8 items,  $\alpha$ = 0.79. The response format ranged from strongly agree = 5 to strongly disagree = 1. It has overall reliability index of 0.84. The copies of OCRMP scale were administered on 910 records

management personnel with the help of five hired research assistants. All the 910 copies were retrieved and found valid for analysis giving a response rate of 100 percent. The questionnaire administration and retrieval is presented in Table 1. The data were analyzed using descriptive statistics such as mean and standard deviation scores, Z-test, simple correlation and multiple regressions analyzes as well as One-way analysis of variance (One-way ANOVA).

**Table 1: Questionnaire Administration and Retrieval**

Civil Service	Capital	Population	Sample	Number responded	% responses
Abia State	Umuahia	242	175	175	100
Anambra State	Awka	274	197	197	100
Ebonyi State	Abakaliki	220	158	158	100
Enugu State	Enugu	260	187	187	100
Imo State	Owerri	268	193	193	100
<b>Total</b>		<b>1264</b>	<b>910</b>	<b>910</b>	<b>100</b>

### **The Findings**

The gender distribution of the respondents showed that 542 (59.6%) were males while the remaining 368 (40.4%) were females. The ages of the respondents varied between 22 and 48 years with mean ( $X = 34.25$ ,  $SD = 6.82$ ) years. Of the 910 respondents, 569 (62.5%) were married while 341 (37.5%) were single (unmarried). The educational qualifications of the respondents varied between senior secondary school certificates and Bachelor degree certificates. It was discovered that all the respondents did not have minimum educational qualification of Bachelor degree certificate in Achieves and records management. Nevertheless, 740 (81.32%) claimed that they had on the job training through attendance of workshops and seminars in archives and records management. The distribution of the job tenure of the respondents ranged between 3 and 22 years with mean ( $X = 15.82$ ,  $SD = 4.22$ ) years. Table 2: depicts summary of test of significant correlations between independent variables and organizational commitment of the respondents.



**Table 2: Summary of Test of Significant Correlations Between Independent Variables and Organizational Commitment Of The Respondents**

Variables	n	X	SD	1	2	3	4
1. Work Absenteeism	910	122.00	10.21	1.000			
2. Job Satisfaction	910	28.52	5.34	-0.588* (p=0.022)	1.000		
3. Organizational Culture	910	36.41	6.22	-0.136 (p=0.214)	0.598* (p=0.016)	1.000	
4. Organizational commitment	910	32.68	7.82	-0.692 * (p=0.026)	0.722* (p=0.033)	0.686 (p=0.028)	1.000

N.B: - \* p < 0.05 significant

The test of hypothesis one using simple correlation analysis as based on zero order of Pearson's product moment method showed that organizational commitment had significant correlations with: work absenteeism ( $r = -0.692$ ,  $p < 0.05$ ), job satisfaction ( $r = 0.722$ ,  $p < 0.05$ ) and organizational culture ( $r = 0.686$ ,  $p < 0.05$ ) of the respondents. However, to determine the influence of work absenteeism, job satisfaction and organizational culture on organizational commitment of the respondents, multiple regression analysis was resorted to. Table 3 presents the summary of regression analysis carried out on the data collected from the field relating to organizational commitment, work absenteeism, job satisfaction and organizational culture of the respondents. The test of hypothesis two revealed that work absenteeism, job satisfaction and organizational culture simultaneously had significant influence on organizational commitment of the respondents ( $F = 70.88$ ,  $df = 3$ ;  $906$   $p < 0.05$ ).

**Table 3: Summary of Regression Analysis of Organizational Commitment on Independent Variables of Interest**

Source of Variation	Df	SS	MS	F-ratio	Sig. p
Due to Regression	3	28,496	9498.667		
Due to Error	906	121,423	134.021	70.88	0.0224
Total	909	149,919	9632.688		

Adjusted R-squared= 0.5268

Adjusted R=0.7258

Standard Error of Estimate (SEE)= 11.5767.

The R-squared of 0.5268 means that the three independent variables-work absenteeism, job satisfaction and organizational culture explain about 52.68 percent of the variability in the organizational commitment of the respondents. One can also deduce that work absenteeism job satisfaction and organizational culture had significant multicollinear correlation with organizational commitment of the respondents ( $R = 0.7258$ ,  $P < 0.05$ ). Moreover, further data analysis showed that each of the independent variables- work absenteeism ( $B = -0.2842$ ,  $df = 906$ ,  $t = 8.21$ ,  $p < 0.05$ ), job satisfaction ( $B = 0.4238$ ,  $df = 906$ ,  $t = 4.81$ ,  $t < 0.05$ ) and organizational culture ( $B = 0.3424$ ,  $df = 906$ ,  $t = 7.71$ ,  $t < 0.05$ ) individually had significant influence on organizational commitment of the respondents (see Table 4).

**Table 4: Test of Significant Influence of Independent Variables on Organizational Commitment of the Respondents**

Variable	B	SE (B)	t	Sig. P
Constant	1.1346	0.2248	5.05	0.0222
Work absenteeism (WA)	-0.2842	0.0346	8.21	0.0146
Job satisfaction (JS)	0.4238	0.0882	4.81	0.0184
Organizational Culture (OC <sub>1</sub> )	0.3424	0.0444	7.71	0.0232

The estimated regression model that shows influence of work absenteeism, job satisfaction and organizational culture on the organizational commitment (OC) of the respondents is  $OC = 1.1346 - 0.2842 WA + 0.4238 JS + 0.3424 OC_1$ .

However, Table 5 shows the summary of results of the One-way Analysis of variance (ANOVA) for the test of significant difference in organizational commitment of the respondents by place of work/state civil service of work.

**Table 5: Summary of One-way ANOVA showing- Test of Significant Difference in Organizational commitment of the Respondents by place of work/state civil service of work**

Source of Variation	Df	SS	Ms	F-ratio	Sig. p
Between groups	4	823	205.7500	1.45	0.0642
Within groups	905	128210	141.6685		
Total	909	129033	347.4185		

The test of hypothesis three revealed that there was no significant difference in organizational commitment of the respondents by their place of work or state civil service of work ( $F = 1.45$ ,  $df = 4$ ; 905,  $P < 0.05$ ).

### **Discussion of Findings**

It is in the interest of state governments in Nigeria to build and sustain organizational commitment of their workforce particularly records management staff in their civil services so as to provide effective information services for policy making geared towards poverty eradication. This study established that organizational commitment had significant negative correlation with work absenteeism of the respondents. Similarly, Sagie (1998) found that a significant negative correlation existed between work absenteeism and organizational commitment among employees in an Israeli Municipality. Previous studies equally found a significant negative relationship between organizational commitment and job satisfaction among their subjects in the sampled organizations (Hackett, 1989; Hackett & Guion, 1985; Zaccaro, Craig & Quinn, 1985). Most organizations monitor absenteeism of their workers closely in order to identify workers who are in job contract breach, look for indications of poor morale, and identify work-related diseases (sick building syndrome) so as to address the problem of work absenteeism. It is strongly believed that work absenteeism among their workforce may accelerate staff turnover rate, disloyalty, sabotage, and low productivity. The most urgent solutions to work absenteeism in a civil service is for the administrators to devolve responsibility for absence management to middle level management or supervisors; introduce an award scheme for those workers with perfect work attendance; ensure that workers take their allocated annual leave as at when due; and use an automated time and attendance system.

However, Hanisch and Hulin (1991) observed that work absenteeism and other withdrawal behaviours such as lateness and turnover reflect invisible attitudes such as job dissatisfaction, low level of organization commitment or an intention to quit. The implication of this assertion is that an employee who is frequently absent from work is deliberately and unintentionally expressing negative commitment to the organization. Rose and Miller (1984) noted that for a lowly committed or dissatisfied employee, absence from work can have a positive role. It may provide him/her chance to avoid the negative emotions associated with work. Conversely, employees who exhibit high job satisfaction or high organizational commitment will avoid withdrawal behaviours and maintain continued attachment to work (Blau and Boal, 1987).

Nonetheless, this study found that there was significant positive correlation between job satisfaction and organizational commitment of the respondents. This means that the higher the job satisfaction of the respondents, the more they are committed to their organization. On the other hand, the lower the job satisfaction of the respondents, the lesser they are committed to their organization. Some previous studies also reported that job satisfaction had significant positive relationship with organizational commitment of workers across work settings (Mulinge, 2000; Knoop, 1995; Testa, 2001; Popoola, 2005; Reichers, 1985; Becker & Billings, 1993; Vandenberg & Lance, 1992; Mathieu & Zajac, 1990; Shore & Martin, 1989). In addition, Sagie (1998) found a significant positive relationship between job satisfaction and organizational commitment among employees in an Israeli Municipality. In the same vein,

(Lalopa, 1997; Young, Worshal & Woehr, 1998; Bhagat & Chassie, 1981; Buchanan, 1974; Curry et.al, 1986) had established that organizational commitment strongly correlated with job satisfaction of employees in their surveyed organizations.

It must be noted that records management staff in the state civil service in Nigeria having low job satisfaction may manifest undesirable work behaviours such as stealing government time to earn additional income from other jobs, withdrawal cognition from work as in lack of attendance at meeting, drinking and smoking on the job, wandering about in order to look busy; and high level of work absenteeism, turnover or premature retirement, and participation in labour militancy to cause industrial disharmony.

Yousef (2000) reported that leadership behaviour was affected by organizational commitment, which was affected by job satisfaction and job performance among workers in different organizations across the United Arab Emirates. Moreover, Iverson (1996), Iverson and Roy (1994) and Yousef (1998) had reported that job satisfaction was significantly related to organizational commitment among employees in their studied organizations.

More importantly, this study confirmed that organizational culture had significant correlation with organizational commitment of the respondents. It must be noted that when organization has good culture, there is likelihood that its workforce will exhibit high organizational commitment. On the other hand poor or negative organizational culture may endanger low organizational commitment among employees in any work setting such as civil service.

In support of this finding, some researchers posited that organizational commitment is more strongly affected by organizational factors including leadership, culture, values, and norms (Cohen, 1992; Gellatly, 1995; Sagie, 1993; Markham & McKee, 1995). Previous studies also confirmed that individuals from different cultures exhibit fairly dissimilar levels of organizational commitment (Near, 1989; Al-meer, 1996). Organizational culture, job satisfaction and cohesion were found to have significant relationship with organizational commitment among managers in some selected organizations in Saudi Arabia (Odom, Randy & Dunn, 1990). Similarly, Schneider, Goldstein and Smith (1995) established that individual and organizational values had significantly associated with the organizational commitment and job satisfaction of workers in some organizations in United Kingdom. Bryson (1999) submitted that strong cultures represent an emotional feeling of being part of the information service establishment or unit and its parent organization, and lead to greater employees' commitment and motivation.

The crucial finding of this study is that work absenteeism, job satisfaction and organizational culture, jointly and individually had significant influence on organizational commitment of records management personnel in state civil services of south-east, Nigeria. The linear combination of the three independent variables- work absenteeism, job satisfaction and organizational culture explain about 52.68% of the variability of the organizational commitment of the respondents. More so, some researchers had reported that job satisfaction is a predictor of organizational commitment, work performance and service quality (Price, 1977, Dienhart & Gregoire, 1993; Yousef, 1998; Oshagbemi, 2000). Yousef (2000) also found that satisfaction with various facets of the job directly and positively influenced dimensions of organizational commitment of workers in the United Arab Emirates.

Guest (1991) opined that high organizational commitment is associated with lower turnover and work absenteeism but no clear association with work performance of workers in an organization. Organizational commitment and job involvement have been reported to be significant predictors of turnover and absence of workers in some work organizations (Brown, 1996; Huselid & Day, 1991). Sagie (1998) equally found that organizational commitment and job satisfaction explained variance in work absenteeism among workers in a medium-sized town in Israel. Cordery et.al (1993) discovered that organizational commitment has a modest contribution towards predicting workers' attitudes toward functional flexibility in some organizations in United States. One could therefore argue that negative culture and frequent absence from work and low job satisfaction among records management personnel in state civil services of south-east, Nigeria may seriously cause their low organizational commitment. Organizational culture plays a prominence role in fostering organizational commitment of workers particularly records management staff in an organization like state civil service.

This study also found that there was no significant difference in organizational commitment of the respondents based on their place of work. Popoola (2007) supported this claim when he reported that no significant difference existed in organizational commitment of records officers working in the federal universities in Nigeria.

### **Conclusion and Recommendations**

Public records are important economic resource of federal, state and local governments in Nigeria. They contain valuable information necessary and essential for achieving good governance. Governments acquire and disseminate information on their business activities through public records to the public. The huge sum of money obtained from people payment of taxes is partly used for managing records by the state governments in Nigeria. Be that as it may, building and maintaining organizational commitment of records management staff is very crucial to the success of government and its civil service system. The state governments in Nigeria and its civil service administrators have been making concerted efforts to devise best strategies; to ensure that their work force particularly records management staff are highly committed. The reason being that for some time, the records management staff have been accusing of allowing unauthorized access to classified records, misplaced vital records and leaking official information to government opposing political parties and other people. This often times cause social embarrassment to state governments and its civil service system.

This study established that organizational commitment had significant: negative correlation with work absenteeism, and positive correlations with job satisfaction and organizational culture of the respondents. It was also found that work absenteeism, job satisfaction and organizational culture jointly and individually had significant influence on organizational commitment of the respondents. It was further confirmed that there was no significant difference in organizational commitment of the respondents based on their work place. Based on the findings of this study, it is therefore recommended that: -

- (i). The state governments and civil service administrators in Nigeria should consider work absenteeism, job satisfaction and organizational culture in order to improve organizational commitment of their records management personnel.



- (ii). They should provide good organizational culture that will enhance organizational commitment of the records management staff.
- (iii). They should improve the conditions of service of their workforce particularly records management personnel through regular promotion, better salaries, provision of adequate working materials and job security as means of improving job satisfaction for increased organizational commitment of them.
- (iv). They should urgently introduce annual award scheme for employees with perfect work attendance; and devolve responsibility for work absence management to middle level management or supervisors so as to increase organizational commitment of their records management staff.



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