

EFFECT OF ORGANIZAIONAL DEVELOPMENT TOWARDS ORGANIZATIONAL COMMITMENT: MODERATING ROLE OF PERSONALITY

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Abstract

The current economic landscape has presented many challenges, leading to heightened employee mobility as individuals seek better opportunities and working conditions. This study examines the relationship between organizational development and employee commitment with reference to seven (7) general hospitals in Katsina State. The study is quantitative and simple random sampling technique was utilized. Three hundred and fifty (350) copies of questionnaire were administered to staff of seven general hospitals in Katsina State. Data collected were analysed using SPSS and SMART-PLS. The findings of the study revealed that reward system, career growth and customer service have significant relationship with organizational commitment. Moreover, the study also revealed that personality moderate the relationship of reward systems and career growth towards organizational commitment. While there is no moderation effect of personality on customer service towards organizational commitment. This means that, employees that enjoys effective reward system, having chances to achieve their career aspiration tend to show high level of commitment to the commitment, which in turn ensure retention and organizational effectiveness. The research recommends that organisations should design and ensure effective implementation of organizational development strategies in order to enhance the commitment of workers, ensure retention and organizational effectiveness.

Keywords: Organizational rewards, Career growth, Customer service, Personality, Organizational commitment

INTRODUCTION

Organisations around the world in the 21st century have faced a wide range of challenges, prompting an increase workers' mobility as individuals seek better opportunities and improved working conditions (World Economic Forum, WEF, 2022). These difficulties present formidable challenges for public organizations to formulate effective organizational development strategies that enhance the commitment of their highly skilled workforce, ensuring retention, increased productivity, and organizational effectiveness. Moreover, despite shortage of manpower, majority of individuals seek services in public organizations due to the high cost of living and health maintenance. Despite these difficulties, public institutions, particularly public hospitals, offer services at subsidized rates compared to their private sector counterparts. This paper explores empirical studies on organizational commitment within the framework of organizational development, with individual personality moderating the relationship, aiming to enhance employee commitment for organizational effectiveness.

Studies conducted in Western countries such as the USA, Japan and other first world countries

suggests that workers exhibit higher commitment and productivity in the presence of effective organizational development strategies. These strategies encompass elements like reward systems, career growth opportunities, customer service, a conducive atmosphere, and effective leadership styles (Eisinga et al., 2010). This underscores the importance of implementing robust reward systems, including timely salary payments, fringe benefits, incentives for high performers, bonuses, and recognition for job well done. Additionally, fostering career growth through promotion, assigning responsibilities, and investing in training and development (workshops, seminars) enhances employee commitment. Customer service, involving both prescribed roles outlining specific tasks and responsibilities, and extra-role behavior, which refers to discretionary actions to satisfy customers, plays a pivotal role in influencing employee behavior to go the extra mile in ensuring customer satisfaction. In essence, this discussion underscores that organizational commitment significantly shapes the attainment of organizational goals and objectives.

Nevertheless, the prevailing issue is that employees today express dissatisfaction with the existing organizational development strategies offered by many organizations, including reward systems, career growth, and customer service. This dissatisfaction has resulted in an uptick in employees transitioning from one job to another in pursuit of better opportunities, improved working conditions, ultimately leading to diminished productivity within the organization.

In support of the above argument, DailyTrust Newspaper (1st August 2023), has reported a significant movement of personnel from the Katsina State Healthcare sector due to low employee commitment as a result of poor working conditions, absence of welfare packages, career stagnation and host of others. These healthcare professionals are relocating within the state, transitioning from State to Federal establishments, moving to non-governmental organizations (NGOs) within the state, or seeking opportunities overseas in pursuit of higher pay and improved working conditions. Moreover, over the last five years, Katsina State has witnessed a substantial decrease in the number of doctors, with the total decreasing from three hundred and twenty-five (325) to one hundred and ten (110) in the state capital and sixteen (16) in the local government areas (NMA, 2023). With an estimated population of about 10 million people, the current doctor-to-patient ratio stands at 1:79,365, diverging significantly from the World Health Organization's (WHO) recommended standard of one (1) doctor to six hundred (600) patients (NBS, 2023).

Moreover, research highlights a consistent surge in staff turnover within the Nigerian public service, attributed to ineffective organizational development strategies that result in a lack of employee commitment and diminished productivity within the organization (Ajayi, 2017; Olori & Dan-Jumbo, 2017). This underscores the detrimental impact of employees' dissatisfaction with prevailing organizational development strategies, encompassing reward systems (including adequate pay, recognition, fringe benefits, and compensation), career growth (encompassing promotion, training & development, and empowerment), customer service (focused on customer satisfaction), and effective leadership styles (whether transformational, transactional, or servant leadership). Such dissatisfaction contributes to a negative effect on workers' commitment, leading to a heightened rate of employee departure and inefficiencies in the organisations.

Nevertheless, literature presents conflicting findings regarding the correlation between organizational development strategies and organizational commitment. Malhotra et al., (2007),

Newman and Sheik (2012), and Balfour and Wechsler (1991) have all documented a positive association between organizational development strategies (specifically reward systems, career growth, and customer service) and organizational commitment. These studies suggest that both monetary and non-monetary rewards, as well as worker career development and customer satisfaction, exhibit a positive connection with employee commitment. Conversely, Sun and Xu (2013), as well as Sturges et al. (2002), have reported a negative relationship between organizational development strategies and organizational commitment. This implies that both monetary and non-monetary incentives have no visible influence on employee commitment. The conflicting results call for further research to address the inconsistency.

Hence, this research incorporates personality as a moderating factor in the correlation between organizational development and organizational commitment. As emphasized by Spector and Fox (2010), an individual's commitment to an organization is significantly influenced by their personality traits. This implies that personality shapes individuals' awareness, environmental assessments, beliefs about incidents, action tendencies, and their ability to exhibit violent or counter-productive impulses. Furthermore, numerous studies have delved into the components of individual personality, leading to the development of the five-factor model known as OCEAN, encompassing Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (Farrukh et al., 2017; Leephaijaroen, 2016; Sundstrom et al., 2016; McCrae & Costa, 1987; Menges, 2016). These personality dimensions define how individuals react and behave in various situations, considering their expected actions, reasoning processes, and emotional communication. Widely utilized in human behavior research, this model has proven to be instrumental in predicting character traits (Oshio et al., 2018).

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Conceptual Review

Organizational Commitment

Organizational commitment is a pivotal concept in discussions about employee performance and dedication to the organization. Organizations perform effectively when their workforce shows strong commitment and loyalty to the values and goals of the organization (Angle and Perry, 1981). This indicates that effective organizational performance solely depends on the level of workers' commitment; and on the other hand, organizational effectiveness and efficiency take a poor turn when the level of employee commitment is low (Gould-Williams, 2007). Several studies linked organizational successes to employee commitment (Balfour & Wechsler, 1991; Angle & Perry, 1981; Somers, 1995), meaning that for an organization to succeed in achieving the purpose of its establishment, the management must derive organizational development strategies that ensure strong commitment of its human resources. These strategies that can improve employee commitment include training and development, socialization, compensation, promotion; and these are summarized in reward systems and career growth in the organization (Allen & Meyer, 1997). Therefore, for an organization to operate effectively and efficiently, there is a need for effective and structured reward systems, human resources

development and career growth systems which are the major strategies in improving employee commitment as well as their loyalty to the organization. Accordingly, employee commitment is affirming to be loyalty and identification by individuals toward the organization (Ivancevich et al., 2013), which indicates that employee attach themselves with their organizational objectives which result in effective service delivery.

Organizational Development

Organizational development draws heavily from human relations studies originating in the 1930s, where psychologists and behaviorists conceived it. This field explores the influential role of organizational structure and processes in predicting employee behavior, motivation and commitment at work (Mbiriri, 2018; Odor, 2018). Hence, the organization's structure and processes need to align with its strategy to effectively adapt to changes in the external business environment. It involves enhancing the organization's capacity to adeptly address shifts in its external environment while bolstering internal capabilities. This entails optimizing organizational structures, human resources systems, job designs, communication systems, and managerial processes to fully leverage workers motivation, thereby enhancing commitment and maximizing their full potential (Banihashemi, 2014). Therefore, ensuring enhancement of workers commitment to the organization requires effective organizational development strategies such as organizational reward, career growth and customer service.

Organizational Reward

Organizational reward refers to a mechanism use by an organization to encourage and acknowledge employee effort and also to maintain organizations stability (Malhotra et al. 2007). The expectation here is, when workers are efficiently rewarded for their effort with monetary or non-monetary incentives they would be more committed to the organization. Mioa et al. (2013) describe organizational rewards as financial and non-financial benefits obtain by employees from their employment relationship, with expectation of improve commitment towards the attainment of organizational goals. By this, we came to understand that reward in the organization may have monetary and non-monetary value such as high pay, fringe benefit, promotion, recognition, autonomy, role clarity, training etc. Scholars belief the provision of rewards by the organization is viewed by its employees as an intention to enter into a social exchange relationship, which is the major theoretical principle underpinning the concept of rewards (Newman and Sheikh, 2012; Malhotra et al., 2007; Gould-Williams, 2007).

Career Growth

Career growth represents one of the pivotal strategies employed by organizations to motivate and satisfy employees, with numerous scholars asserting a robust connection between career development and organizational commitment (Jans, 1989; Weng et al., 2010; Wang et al., 2014; Sturges et al., 2002). Career growth encompasses the progression of an employee's position, education, and skills from one level to another, achieved through avenues such as promotion for position (monetary) or education and skills attainment (non-monetary) (Lent & Brown,

2013). The underlying belief is that when employers actively support employees in advancing their careers, it leads to an increase in their commitment to the organization. In alignment with this perspective, Jans (1989) contends that organizational commitment is significantly influenced by the prospects for career advancement within the organization, asserting that workers are often willing to endure short-term dissatisfaction if the long-term prospects appear promising.

Customer Service

Customer service refers to the services provided by employees to the people from within and outside the organization which is characterized by people expectation when encountering business relationship with the organization (Boshoff & Mels, 1995). In healthcare institutions, the commitment of workers is measured in terms of service quality, because the primary responsibility of the healthcare sector is the provision of healthcare services to customers (people) rather than physical goods. Moreover, Tsaour and Lin (2004) proposes two dimensions of customer service; service quality and service behaviour. Service behaviour is divided into role prescribed and extra role service behaviours, which refers to the conduct of employees towards the organization customers. While service quality entails the perception of customers on the level of service quality provided (Dhar, 2015). This can be measured through its reliability, responsiveness, empathy, assurance, and tangibility etc. Therefore, it can be argued that the satisfaction of customers improves the commitment of employees to continuously improve themselves on the job and willing to exert more efforts for the continuous benefit of the people and also to attain organizational goals and targets.

Personality

Personality refers to the way of behaviour that happens in individual in different situations, permanently emotional, social, experiential attitudinal and motivational style (McCrae & Costa 1989). A personality of an individual is driven by various characteristics such as his unique thinking patterns, his action and reaction in different situation, his emotion, attitudes, openness and hidden psychological conditions (Funder, 2001). Thus, personality and its traits can be said to be a system that exposes the behaviour of an individual, his psychological structure, who he is, and what his emotional behavior and cognitive styles are in different situation. The major elements that constitute an individual personality were examined by various scholars which led to the creation of a five factor model also known as the Big Five Personality traits (Farrukh et al., 2017; Leephaijaroen, 2016; Sundstrom et al., 2016). These models are openness, conscientiousness, extraversion, agreeableness, and neuroticism (McCrae & Costa, 1987; Menges, 2016).

Empirical Review

Research has consistently shown that organizational development strategies significantly impact workers' commitment (Newman & Sheikh, 2012; Miao et al., 2013; Malhotra et al., 2007; Sturges et al., 2002; Weng et al., 2010; Allen & Meyer, 1993; Jans 1989). While scholars continue to refine the framework by incorporating mediating/moderating factors between

organizational development and worker commitment, various strategies through which organizational development influences workers have emerged (Kumar & Bakhshi, 2010; Chandel et al., 2011). These studies have identified organizational development strategies such as organizational rewards (Malhotra et al., 2007), career growth (Allen & Meyer, 1993), customer service (Peccei & Rosenthal, 1997) and personality (Jans, 1989) as influential factors on organizational commitment backed by social exchange theory (Gould-Williams, 2007) and social cognitive theory (Bandura, 1992).

According to Newman and Sheikh (2012), organizational rewards, considered a key development strategy, have a positive correlation with employee commitment. These reward systems encompass both monetary aspects such as promotions, remuneration, and fringe benefits, as well as non-monetary elements like training, feedback, autonomy, role clarity, recognition, and participation in decision-making (Faisal & Al-Esmael, 2014; Malhotra et al., 2012). As per the theory of social exchange Cropanzanon and Mitchell, (2005), argues employees receive valued benefits and support from their organizations, whether financial or non-financial, their commitment improves. Consequently, they reciprocate by exerting greater skill and effort on the job to contribute to organizational objectives.

Moreover, other studies indicate a positive relationship between individual career growth and organizational commitment (Allen & Meyer, 1993; Weng et al., 2010). Career advancement encompasses various aspects including salary progression, enhancement of professional skills, pursuit of career objectives, and speed of promotion (Weng et al., 2010). This suggests that individuals within organizations, who are assigned roles conducive to achieving their career aspirations and subsequently rewarded for attaining these objectives, tend to exhibit higher levels of commitment to their organizations. Wang et al. (2014) affirm that employees who perceive management's genuine interest in their career advancement respond favorably by demonstrating increased commitment and reduced intention to leave their organizations. Hence, in work environments that facilitate skill development and competence enhancement through training, on-the-job growth opportunities, or personal professional development time, employees are likely to cultivate stronger commitment levels.

Based on the review of literature, the following hypotheses were formulated:

- H₁ There is significant relationship between organizational reward and organizational commitment
- H₂ There is significant relationship between career growth and organizational commitment
- H₃ There is significant relationship between customer service and organizational commitment.
- H₄ Personality moderate the relationship between organizational rewards and organizational commitment.
- H₅ Personality moderate the relationship between career growth and organizational commitment
- H₆ Personality moderate the relationship between customer service and organizational commitment

Independent Variables

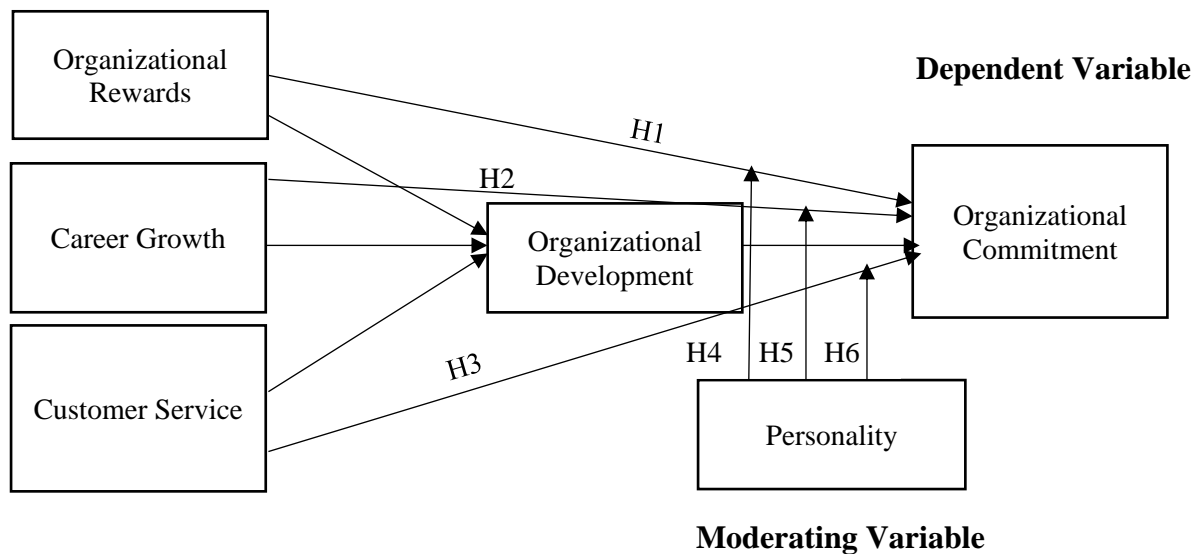


Figure 1: Model of the study

Theoretical Framework

Social Exchange Theory

The social exchange theory has been widely used to study behaviour in organization in attempt to better understand the exchange relationship that develops between workers and the organization (Cropanzano & Mitchell, 2005; Baran et al., 2012). The main idea here is a law of reciprocity. In law of reciprocity, individuals should help those that have helped them and in return, over time, may come to expect that others will return such behaviours (Rhoades & Eisenberger, 2002). Therefore, based on this assertion, it can be argued that employees who perceive fair treatment from their organizations will feel obligated to reciprocate by being more committed and loyal to the organization which will result in a decreased chance of leaving. Conversely, where employees perceive unfair treatment, it may result in low commitment which in turn leads to increased chances of leaving the organization.

Social Cognitive Theory

Social cognitive theory views people as active agents who can both influence and are influenced by their environment. Rather than passively absorbing knowledge from environmental inputs, social cognitive theory argues that people actively influence their learning by interpreting the outcomes of their action, which, in turn, affects their environments and personal factors, informing and altering subsequent behavior (Schunk, 2012). Moreover, social cognitive theory suggests that people are more likely to engage in a behavior if they believe that doing so will lead to desirable outcomes. Thus, in an organisational context, employees are more likely to put in extra effort or exhibit desired behaviors if they expect that their efforts will be recognized and rewarded. The more positive the correlation between desired behaviors and rewards, the stronger the incentive for employees to engage in those behaviors.

METHODOLOGY

This study is quantitative and is cross-sectional research design. The population of the study consists of personnel of seven General Hospitals in Katsina Central Senatorial Zone. Simple random sampling technique was adopted for the research with a view to ensure that personnel have an equal chance of being selected in the survey.

In line with [Krejcie and Morgan \(1970\)](#) sample size table, the sample size of the study is 269 given the population of 901 personnel in the hospitals. The sample size was increase to 350 so as to take care of some errors such as incorrect filling and failure of some respondents to return the questionnaire. Consequently, 350 questionnaires were administered of which only 275 were returned as valid for data analysis representing 75% which is adequate enough for the study. The questionnaire contained 64 items on a 5 point Likert scale comprises five (5) variables; organizational commitment, organizational reward, career growth, customer service and personality. The study utilized SPSS and SMART PLS methods of data analysis to determine the relationships between the constructs.

DATA ANALYSIS, RESULTS AND DISCUSSION

Structural Model

Structural Equation Model (SEM) was used to determine the relationship between reward in the organization, career growth, customer service, personality and organizational commitment.

Table: 1.0 Structural model assessment

Hypothesis	Relationship	Beta	Std Error	T Statistics	P-value	Decision
H1	RIO -> ORGC	0.187	0.041	4.590	.000***	Supported
H2	CGW-> ORGC	0.385	0.048	8.029	.000***	Supported
H3	CUS -> ORGC	0.302	0.056	5.375	.000***	Supported

Note: ***Significant at 0.01 (1-tailed).

Result of the table above indicates that there is a significant relationship between Reward in organisation and organisational commitment ($\beta = 0.187$, $t = 4.590$, $p < 0.000$), therefore hypothesis 1 is accepted. Hypothesis 2 predicted that career growth is significantly related to organisational commitment. Result in Table above indicate that career growth a significant relationship with organisational commitment ($\beta = 0.0385$, $t = 8.029$, $p < 0.000$), therefore accepting Hypothesis 2. Similarly, Hypothesis 3 anticipated that customer service is significantly associated with organisational commitment. As shown in the [Table 1](#) above, significant relationship between customer service and organisational commitment ($\beta = 0.302$, $t = 5.375$, $p < 0.000$) was found, hence accepting Hypothesis 3.

The tests and interpretation of the above findings indicate a significant relationship between organizational rewards and commitment in the general hospitals of Katsina state. Meaning that both monetary and non-monetary incentives, such as improved working conditions, fair compensation, fringe benefits, recognition, and support from supervisors and coworkers, are crucial for enhancing health professionals' commitment, especially those on night shifts and on-call duties ([Malhotra et al., 2007](#); [Newman & Sheik, 2012](#)). Additionally, career growth opportunities have significant relationship with organizational commitment, providing avenues for promotions, skill development, training, and mentorship positively impacts employee

commitment (Weng et al., 2010). Specifically, offering doctors and other healthcare professionals opportunities to specialize further motivates them to stay committed to the organization. Furthermore, the study established a significant relationship between customer service and organizational commitment, with customer satisfaction directly influencing employee behavior. When employees feel empowered and supported to deliver exceptional services, they perceive the organization as investing in their success and well-being, which boosts their morale and commitment (Meyer & Allen, 1997; Dhar, 2015). Thus, effective customer service not only enhances client satisfaction but also encourages employees to exceed their duties to maintain high levels of organizational commitment.

Testing the Moderating Effect

To evaluate the estimate and strength of the moderating role of personality on the association between reward in organization, customer service and career growth, the current research employs the product indicator method through the use of PLS-SEM (Helm et al., 2010; Henseler & Chin, 2010; Henseler & Fassott, 2010). Therefore, the study considered the moderating variable as continuous (Rigdon et al., Schumacker, & Wothke, 1998).

Table: 2.0: Moderation result

Hypothesis	Relationship	Beta	Standard Error	T Statistics	P-Value	Decision
H4	RIO *PER -> ORCO	0.146	0.078	1.868	.052*	Supported
H5	CGW *PER -> ORCO	0.22	0.057	3.828	.000***	Supported
H6	CUS *PER -> ORCO	-0.226	0.2	1.126	0.241	Not Supported

Note: ***Significant at 0.01 (1-tailed), *significant at 0.05 (1-tailed).

Hypothesis 4 states that employee personality moderates the relationship between reward in organisation and organisational commitment. This association is stronger for organizations with highly skilled personnel as compared to those with low skilled personnel. As stated, the findings indicates in the table above shows that the interaction representing reward in organisation x employee personality ($\beta = 0.0146$, $t = 1.868$, $p < .52$) was statistically significant. Hence, the hypothesis is accepted.

Moreover, hypothesis 5 indicates that employee personality moderates the relationship between career growth and organisational commitment. Specifically, the relationship is greater and stronger in organizations with experienced personnel than those with lower experienced personnel. The outcome reveals that in table above the interaction representing career growth x personality ($\beta = 0.220$, $t = 3.828$, $p < .000$) was statistically significant. Hence, the hypothesis is accepted.

Finally, hypothesis 6 indicates that employee personality moderates the relationship between customer service and organisational commitment. Precisely, the relationship reveals no effect among the construct. The result indicates that the interaction between customer service x personality ($\beta = 0.226$, $t = 1.126$, $p < .241$) was not statistically significant. Therefore,

hypothesis 6 is not supported. The outcome reveals no moderating effect of employee personality on the relationship between customer service and organisational commitment.

Thus, the above findings reveal that employee personality significantly moderates the relationship between rewards and organizational commitment. Individuals who value social relationships and cooperation respond positively to organizational rewards like recognition and appreciation from colleagues and supervisors. Similarly, those characterized by responsibility, achievement orientation, creativity, innovation, curiosity, and open-mindedness are motivated by rewards aligned with their personal goals and values. The result indicate that understanding these individual personality differences can help tailor appropriate reward systems to better meet diverse staff needs, fostering higher commitment levels and reducing staff turnover by discouraging employees from seeking better conditions elsewhere.

Furthermore, the study also found that personality significantly moderates the relationship between career growth and organizational commitment. Thus, professionals like doctors and nurses perceive career growth opportunities, such as promotions and skill development, as vital for advancing their careers and achieving personal goals, thus enhancing their commitment to the organization. Those with traits like curiosity, creativity, and adaptability particularly value these opportunities for learning and development, reducing the likelihood of departure. Therefore, understanding the personalities of healthcare professionals is crucial for designing effective career development initiatives, preventing frequent turnover, and fostering greater workplace commitment. However, the study did not find personality to moderate the relationship between customer service and organizational commitment. The mismatch between the personalities of hospital workers and the necessary skills for accommodating diverse patients resulted in this insignificant relationship, as patients arriving at the hospitals come from various backgrounds and exhibit different personality while seeking medical attention.

CONCLUSION AND RECOMMENDATIONS

Organisational reward, career growth and customer service were seen having significant relationship with organizational commitment. This means that employees that experience effective organizational development strategies such a compensation, fringe benefit, recognition, prompt advancement of their career through promotion, training and development, prescribed and extra role service skills among others tend to be more committed thereby reducing workforce mobility significantly. Furthermore, understanding the personality of workers in the organization make it easy for organisations to design effective organizational development strategies that are aligned with the personality of their workforce, ultimately improve their commitment, ensuring retention and overall organizational effectiveness.

Based on this, it is important for these hospitals to design and implement effective organizational development strategies based on personality of their workforce, such as adequate pay, compensation, fringe benefits, recognition, good interpersonal relationship among superiors and subordinates, allowing employees to achieve their career aspirations, those that aspires to be consultant should be given the chance and others aspiring to reach certain professional as well as educational level should be supported to achieve their career objective.

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