Organizational Identification and Job Satisfaction in Tertiary Institutions in Rivers State

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Abstract

The purpose of this study was to examine organizational identification and job satisfaction. Organizational identification among academic and non-academic staff of public tertiary institutions in Rivers state, Nigeria were examined. The dimensions for organiatrional identification are; cognition affection, evaluation and behavior. The sample for the study included 234 academic and non-academic staff of tertiary institutions in Rivers state. The data were analyzed using descriptive statistical tools and multiple regression as well as ANOVA technique. The major findings of this study revealed a significant relationship between affective bond, evaluative bond and job satisfaction. Given the significance of these findings, promotion of employee involvement and commitment evident in affection and evaluation bond could enhance job satisfaction among employees of tertiary institutions.

Keywords: Organizational identification, Job satisfaction, Tertiary Institution, cognition affection, evaluation, behaviour

INTRODUCTION

Organizational identification is a "psychological linkage between individual and the organization whereby the individual feels deep, self-defining affective and cognitive bond with the organization as a social entity (Edwards & Peccei, 2007). According to Dutton *et. al.* (1994), organizational identification is defined as the degree to which a member defines him or herself by the same attributes that he or she believes defines the organization. In the same vein, Mael and Ashfort

(1992) pictures organizational identification as "the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization in which he or she is a member".

The degree to which individuals feel part of, or identify with the values and goals of the organization for which they work is important for both individuals and their organization (Boros, 2008). Organizational identification cannot be over emphasized and as such individuals identify with a specific group in order to reduce uncertainty and gain desirable resources. In turn, these groups prescribe specific behaviours, attitudes and norms that the individual follows. Importantly, one of the organization's most concerned tasks could be to maintain a positive and strong employment relationship by maintaining a strong identification among employees with their organization (Van Dick, Hirst, Grojeam & Wieseke, 2007).

The extent to which individuals experience psychological linkage with the organization has been shown to be related to a host of job relevant outcome like job satisfaction. Unfortunately, most work groups do not have any tie with their organization thereby leading to discrepancies in goals and motivation as it affects negatively on job satisfaction.

The reason why most organization performs below expectations is because there is no strong linkage between the employees and the organization (Dutton *et. al*, 1994). Members of the group do not really identify or blend with the value or attributes of the organization and this tends to affect their input (Dolden, Veiga, & Dino, 2008, Wiesenfeld et. al, 2001).

Poor psychological bond with a specific organization can also reduce the willingness to perform better and to engage with work itself as it is emphasized that employee engagement can be both mental and physical, reflecting the attitudinal and behavioural elements of the concept. Bakker *et al* (2006) described engagement as "a positive, fulfilling effective – motivational state of work-related wellbeing that is characterized by vigor, dedication, and absorption.

Tyler and Blader (2001) showed that employees with weaker group identification tend to have lesser motivation to co-operate with their group, both directly and inherently through the influence of identification on attitudes and values. Rades (2001) also opined that organizational identification directly predicts increased motivation and

performing beyond individual's core tasks. Individuals who do not have strong identification with their organization are more likely to be inactive and might not be involved in driving the goals and activities, and therefore tend to be less motivated to work hard to achieve these goals (Dutton et.al., 1994).

Despite the importance of organizational identification in work related attitudes and organizational behaviour, most employees and organizations do not still see needs for internalization thereby affecting the workers cognition, affection and behaviour to the detriment of both employee's job satisfaction and performance. This actually confirms the physiological relationship between individual and organization has been conceptualized in terms of identification and (affective) commitment/job satisfaction.
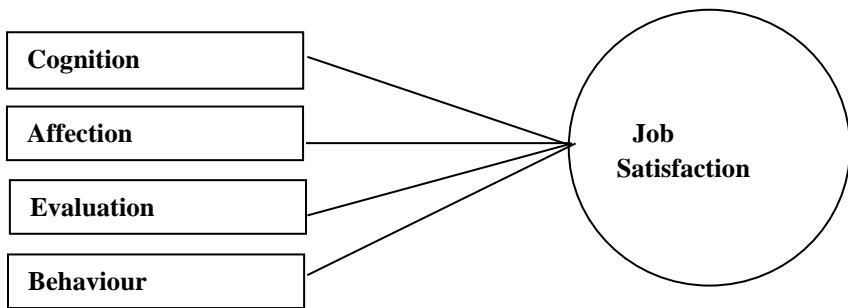

Figure 1. Conceptual Illustration
Source: Adapted with modification from Edwards & Peccei (2007) and Alvesson & Senberg (2011)

Consequently, the study is set to examine the relationship between organizational identification (cognition, affection, evaluation, behavior) and job satisfaction in Tertiary institutions in Rivers state.

THEORETICAL DISCOURSE

The theoretical framework of this investigation is surrounded by the social identity theory and equity theory.

a. Social Identity Theory
This theory is concerned with individuals classify themselves and others into various social categories such as organizational

membership, gender, race, age cohort, or religious affiliation and view their membership in particular group based on social roles and role relationship (Hogg, Terry & White, 1995; Stryker & Burke, 2000; Tajfel & Turner, 1986). Social Identity theory highlights the categorization and comparison processes, and stimulates identification (Ashforth & Mael, 1989; Pratt, 1998; Tajfel & Turner, 1986).

According to social identity theory, personal identity which covers idiosyncratic attributes such as dispositions and abilities of social identity has gone forth to cover salient group classifications, such as nationality and political affiliation constituting individuals' self-concept (Mael & Ashforth, 2001).

Social identity theory also describes how the self may not only be defined. In terms of unique, individuality characteristics that distinguish the individual from others but may also be extended to include social) groups (Hogg, 2003, Tajfel & Turner 1986; Turner Hogg, Oakes, Reicher, & Wetherell, 1987).

The concept of social identification reflects the extent to which the self is defined in collective terms (Tajfel & Turner, 1986). Social identification implies a psychological "merging" of self and group that leads individuals to see the self as similar to other members of the collective, to ascribe group-defining characteristics to the self, and to take the collective's interest to heart (Turner et al, 1987). The more people identity with an organization, the more the organization's value norms and interest are incorporated in the self-concept.

b. Equity Theory

Adam's (1965) equity theory explains job satisfaction clearly. According to equity theory, employees compare their output/input ratio to their coworkers' ratio. If these ratios are unequal, employees, whose ratios are larger are embarrassed and therefore feel guilty because they are overpaid. On the other hand, employees whose ratios are smaller, feel angry because they are unpaid. If the ratio are equal, employees feel satisfies. Employees, who perceive any injustice, react by striving to change the inequitable state. However, Salanck and Pfeffer (1977, 1978) propose that employees decide to what extent they are satisfied with their jobs by observing other employees' satisfaction levels. Therefore, job satisfaction may occur as a result of other employees' reaction to their jobs. This approach features emotional reaction of employees' towards their jobs in terms of coworkers' role.

More so, employees' job satisfaction are affected to some extent by their coworkers manners (Wexley & Yukl, 1984). In this contest since satisfaction refers to employees' positive feelings towards their jobs, employees whose identification with the organization is stronger than others, may be satisfied with their jobs more than those whose identification with the organization is weaker. As a result, the more the relationship between organizational identification and job satisfaction is uncovered, the more employees' satisfaction and performance may be improved.
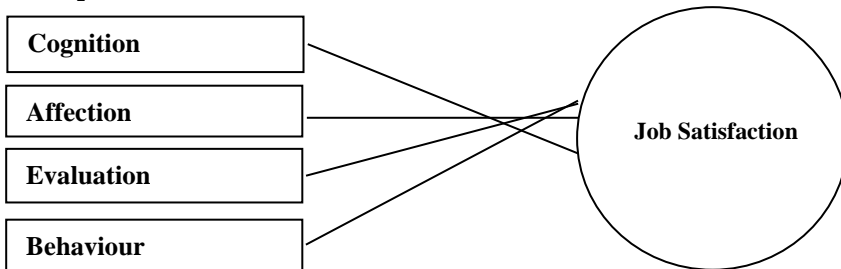
c. Operational Framework

Figure 2.1: Conceptual Framework
Source: Adapted with modification from Edwards & Peccei (2007) and Alvesson & Senberg (2011)

d. Cognitive Bond

The cognitive tool of organizational identification helps the individual organize social information (Dick, Wagner, Stellmacher, & Christ, 2004). It relates to the categorization of the self and self labelling (Edwards, & Peccei, 2007). The cognitive bond refers to the process by which individuals categorize themselves as members of the organization as a social category and, through this process, effectively label themselves as members of the organization (Ashforth & Humphrey as cited in Edwards, & Peccei, 2007). Social identification is the perception of belongingness to a group and a sense of oneness with the group. The individual perceives him or herself as an actual or symbolic member of the group. This cognitive bond relates to social identity theory that assumes that individuals strive for a positive self-esteem; parts of an individual's self-concept stem from membership in certain social groups, that is, his or her "social identity"; and that a positive social identity can be maintained or enhanced through

comparisons with relevant out-groups (Dick, *et al.,* 2004). Social identity theory proposes that people form social identities based on these categories, which, in turn, influence attitudes and behaviour (Abrams, 1996) as these individuals tend to classify themselves and others into various social groups, such as organizational membership, gender, and age cohorts. Classification enables individuals to order the social environment and locate themselves and others within it. Tajfel as cited in Kim, Chang, and Ko (2010) argues that the mere act of individuals categorizing themselves as members of a certain category is sufficient to discriminate against members of other categories. Identification leads individuals to perceive themselves not only in terms of idiosyncratic characteristics that differentiate them from other individuals, but also in terms of the characteristics they share with other members of their in-groups. The more individuals come to view and define themselves in terms of their organizational affiliation, the more strongly they can be said to identify with the organization.

e. Affective Bond

This form of identification is thought to be associated with positive feelings about one's membership in a social group (Albert *et al*, 1998), and by extension, extraverted individuals with their typically higher level of positive affect are more likely to experience positive emotions about their social groups.

Affective identification is basically, how people feel about their lives in relates to a particular social group (AshmoreDeaux, & MCLaughlin – Volpe, 2004). Affective identification reflects individuals' feelings oneness with the group is distract from perceiving measures of organizational identification, and should involve positive feeling about one's membership, including pride and happiness (Albert *et. al*, 1998).

Whatter (in Albert, 1998,) likers identity to unions where, as one peels back to the layers, one eventually elicits "tears" (strong emotions), signifying the vital core of the identity that is the basis for identification. Indeed, the "tears" can reveal to oneself and others are identifies with.

In short, as Harquail argues (in Albert et. al 1998), "identification engages more than our cognitive self –categorizations and our brains, it engages our hearts. "Accordingly, we define affective

identification as an individual's positive feelings about being one with a group.

It suggests that the affective dimension of identification that is actually experienced is generally positive (e.g, pride, excitement, joy, love) because individuals who can say "I am 'A' and it is important to me, wish to feel positive about their membership and often find sources of pride in even the most stigmatized of groups (Ashforth, Harrison & Corley, 2008; Cameron, 2004). Individuals may therefore act to make the group an ongoing source of positive affect, and thus may generally feel positive about it. Cognition and affection reciprocally reinforce identification. Indeed, Pratt and Ashforth (2003) suggest that "work overtime, tends to implicate one's sense of self such that behaviour, cognition, and affection converge over time.

Though Ashforth and Mael (1998) acknowledged that their concept of organizational identification deviated from existing social identification research because it excluded the "affective and evaluation" dimension of identification. Recently, organizational researchers have suggested the research should re-examine the unmeasured affective dimension (Abrams, Ando and Hinkle, 1998; Albert et. al; 1998; Ashforth, Harrision, & Corley, 2008; Smidts, Prougn, & Van Riel, 2001). The lack of attention to the affective dimension of social identification may be responsible for the surprising lack of support for one of the main reason why people are thought to identifying with groups- to male themselves feel better. Indeed, "self-esteem is a core tenet of social identity theory and suggest that individuals prefer a positive, rather than negative self-image, they will identify with.

f.   Evaluative Bond

A variety of attitude and behaviour can be expected to rise out of a sense of organizational identification. First, as noted above, organizational commitment is a related but distinct construct from organizational identification. As Ashforth and Mael (1989) point out, Mowday, Steers, and Poter (1979) renewed commitment as encompassing internalization, behavioral intentions, and affection, but not the present formulation of organization identification.

Ashforth and Mael (1989) emphasize that unlike organizational identification, internalization & commitment need not to be organizations, goals and values may be shared by other empirical

support for this distinction, showing that although "identification with a psychological group" in college students was positively related to job satisfaction, organizational satisfaction, and job involvement, it has scientifically less overlap with these constructs then organizational commitment. Nevertheless, we expect that both identification dimensions are uniquely associated with organizational commitment.

Satisfaction with the organization and job satisfaction have been shown to significantly correlate with organizational identification in various settings (Ashforth & Saks, 1996; Mael & Ashforth, 1992; Mael & Terricvk, 1992; Van Kinppenberg & Van Schie, 2000). We expect to replicate these findings but also to find that both identification dimensions are uniquely associated with satisfaction.

Dutton and Duckerish (1991) theorized that the members' perceptions of the organized identity and image (the members' perceptions of what people outside the organization's think of it) "suggest a very personal connection between organizational action and individual motivation." They propose that members who "have a stake in directing organizational action" will act in ways that are consistent with what they believe to be the reason the essence or the organization and act in ways that support the organization. Several empirical studies have reported this proposition. Bergamis and Bagozzi (2000) found that identification significantly predicted organizational citizenship behaviours.

Similarly, Bartel (2001) found a moderately strong relationship between self-report organizational identification and supervisor-reported cooperation, helping participation. In the same vein, organizational identification has been shown to predict supportive behaviours by non-employees. Meal and Ashforth (1992) showed that college alumni who identified more highly with their alma mater ranked higher on contributions to the college, and were very more willing to advise their own children & others to attend the school. Bhattacharya at. al., (1995) found that organizational identification had a small, but significant relationship between organizational identific1ation and whether members of an art museum were also donors. Duckerish, Golden, and Shortell (2002) showed doctors' identification with their healthcare systems has positively related to corporative behaviour in relation to that system.

We raise the issue of whether a measure that includes both the cognitive and affective dimensions of identifications predicts as well as

the most commonly- used identification measure in the organizational literature (Rikatta, 2005). Maels (1989) measure has been used in numerous studies, and has been shown to be a valid predictor of organizational commitments.

g. Behavioural Bond

The achievement of organizational objective largely depends on employee behaviour. Employee behaviour in turn, is influenced by the strength of the organizational identity and employee identification.

Organizational identification has a profound impact on organizational behaviours and therefore on the functions of an organization and the achievements of its objectives. Albert, Ashforth & Dutton (2000) states that "the beauty of the identity and identification concept is that they provide a way of accounting for the agency of human action within an organizational framework". Patchen (1970) in his identification theory emphasized the attitudinal and behavioural support for the organization and the perception of shared characteristics with other organizational members. Organizational identification and behaviour of employees and the effectiveness of the organization (Albert et. al., Ashforth & Mael, 1989; Hall & Schneider, 1972; Lee, 1971; O'Reilly & Chatman, 1986).

It is certain that organizations can greatly benefit from inducing employee identification with the organization (Cheney, 1983). Organizational identification has been linked to a variety of work attitudes, behaviours and outcomes which support the organization, including individual decision-making (Cheney, 1983) commitment to common goals (McGregor, 1967) and employee interaction (Patchen, 1970). Because of the importance of identification for organizations, we considered how organizational identification influences the knowledge, attitude and behaviour regarding the organizational objectives. As employees identify more strongly with the organization, their beliefs about the organizations are likely to become more positive (Ashforth and Mael, 1989). They believe that the organization is producing valuable output (Dutton *et. al*, 1994). Lee (1971) found that scientists with a high organizational identification demonstrates more favourable attitude towards their job organization and profession then those with a low organization identification. Organization identification can also directly influence members behaviour. When an individual identifies with the organization, he or she will make decisions that are consistent

with the organizational objectives (Barney and Steward, 2000; Patchen, 1970), will self- consciously direct his or her efforts towards the organizational objectives and gain intrinsic satisfaction through the perception of movement towards relevant objectives (McGregor, 1976). It is also known that knowledge, attitude and behaviour regarding the organizational objectives will positively influence organizational identification. In general, an organizational mission and vision can provide an overall unifying there for both motivating and focusing all employees (Collins & Porras, 1994; Cornelissen & Elving, 2003).

Job Satisfaction

Locke (1976) and Spector (1997) defines job satisfaction as nothing but a positive emotional state resulting from the pleasure a worker derives from the job (Kalleberg, 1977; Mercer, 1997, Wright and Cropanzano, 1997). Wong et. al. (1998) treats job satisfaction as the attitude, both effective and cognitive, being possessed by an employee in respect of the whole aspects of their work, the later implying that satisfaction is related to the component facets rather than the whole job, which us consistent. Spector (1997) sees Job satisfaction as the most considerable factor in understanding the worker motivation, effectiveness, retention and performance. It is a pleasurable, positive state resulting from one's job and job experiences.

According to Bashayreh (2009), enhanced level of job performance, positive work value, high levels of employee motivation, lower rates of observateeism, turnover and burnout take the positive impacts of job satisfaction (Ngo, 2009). Notwithstanding such constructive outcomes, an unsatisfied employee may cause undesirable job outcomes through low productivity, stealing, moonlightings and demonstrating high rates of obsenteeism. These aspects would subsequently insist the employee for a passive withdrawal; from the arterizational affairs. In managerial perspective, the satisfied workforce translates into higher productivity due to their between psychological wellbeing and fewer destructive interruptions in the area of performance (Van Derzee, 2009).

Job satisfaction could also be affected by intrinsic and extrinsic factors, personal attributes and work environment. The argument that employee satisfaction improves services quality is grounded in theory

of equity in social exchanges, involving a series of interactions to generate obligations that are unspecified (Zafirovski, 2005).

Spector (1997) refers to job satisfaction in terms of how different people feel about their jobs and different aspect of their jobs. Ellickson and Logsdon (2002) support this view of defining job satisfaction and the extent to which employees like their work. Schermerhorn (1993) defined job satisfaction as an affective or emotional response towards various aspects of an employees work. Reilly (1991) defines has about his job and it is influenced by the perception of one's job. Wanous and Lawler (1972) refers to job satisfaction as the sum of job facet satisfaction across all facets of a job. Job satisfaction and dissatisfaction not only depends on the nature of the job, it is also depend on the expectation, what's the job supply to an employee (Hussami, 2008).

Empirical Discourse

Organizational identification is a "self-definitional process through which individuals relationally link themselves to the organization, coming to understand and influence the organizational logic through discourse, including the integration of organizational and personal goals and value" (Parker & Haridakis, 2008). According to Parker and Harridakis (2008), there are three approaches to achieving organizational identification: communication, cognition and affection. It is however stated that the process of identification in primarily achieved through interaction with others organizational identification is established by and through communicating shared interest in organizational goals, objectives, and rules (Parker & Harridakis, 2008: Ravasi & Van Rekom, 2005).

Edwards (2005) asserted that organizational identification is a "psychological linkage between the individual and the organization whereby the individual feels a deep, self-defining affective and cognitive bond with the organization as a social entity.

Turner (1985) and Turner *et al* (1987), in their studies found out that organizational identification is a form of social identification, whereby a person comes to view him or herself as a member of a particular social entity- the organization. This happens through cognitive processes if categorization where line forms self-categories of organizational membership. These are based on one's dissimilarities

with others in the organization. Frankly, as one continuously identifies with an organization, the individual self-perceptions of the members tend to become depersonalized such, that members see themselves as interchangeable representatives of the social category that is the organization (Turner, 1985).

In the most cited article, Ashforth and Mael (1989) defined the concept of identification, differentiating among its cognitive, behavioural and emotional aspects, and discriminate between identification itself and its antecedents or consequences. From the angle of social identification theory, they defined organizational identification as the perception of utility with or belonging to a social aggregate/organization.

Mael and Ashforth (1992) built the organizational identification scal (OIS), the most prevalent instrument for the assessment if organizational identification in the extant literature (Riketta, 2005) In a recent meta-analysis of the organizational correlates of organizational identification, Riketta (2005) analyzed the results obtained using the Mael scale in comparison with others instruments measuring organizational identification. He observed that the results from the scale were similar to those form other studies and measures. It had a slide difference in the category "work-related intentions and behaviour".

Howerev, Bergami and Bagozzi (2000) argued that, although Meal and Ashforth (1992) scale measure overall organizational identification, it targets more than awareness of one's membership in the organization, and includes potential causes, effects and correlates if identification.

Dutton, Duckerish and Harguail (1994) defined organizational identification as the degree to which a member defined himself or herself by the source attributes that he or she believes defines the organization. Strong organizational identification occurs when, one's organizational identification is more salient then alternative identities, and he or herself-concept has many of the same characteristics he or she believes defines the organization as a social group. The members of an organization are said to become attached to their organization when they incorporate the characteristics attributes to the organization to the organization into their self-concept.

Organizational identification is "a self-perception based on a cognitive separation between one's identity and one's perception of the

identity of an organization, and also a negative rational categorization of oneself and the organization" (Alsbach & Bhattacharya, 2001).

Dukerish et al (1998) emphasized the consequences of organizational identification. They asserted that members of the group who are not identified tend to rebel and resist organizational initiatives and goals, just because they had been neglected by the organization. These members would also generate a presumptive distrust among the other members of the organization.

Employees categorize themselves as members of the same organizations, and at a long run cause them to behave in the interest of it (Foote, 1951). Brown (1996) studies organizational identification and used Kelman's (1958) procedure which explains organizational identification as a self-defining answer deriving from relationships in social context. According to this procedure, individuals desire to establish relationships with others or groups which helps self-definition. In this case, individuals develop self-definition when they interact with organizations as well (Kelman, 1958). If organization provide an environment in which employees can express themselves, strive for both individual and organization success, employees may tend to identify themselves with the organization (Brown 1996). The degree of organizational identification may charge due to duration and character of the interaction between employee and the organization. In other words, the more employees interacts and spent time in an organization, the more they may tend to identify themselves with it. If organization provides fair opportunities for promotion, the level of identification is expected to increase (March & Simon, 1993).

3. METHOD AND MATERIAL

Scientific research selects an approach with which it expects to arrive at a reliable result. This chapter focuses on the method and procedures best suitable to collect data and to investigate the relationship between the variables in this research.

A cross-sectional survey is adopted. This method is suitable for collecting data from seemingly large numbers of respondents. The design is noted for its definitive nature of conclusion which easily allows for reliability and generalization (Babbie, 1997). Again, survey method allows for the use if questionnaire and interviews as instrument for generating data.

In this study, the target population refers to all the 600 academic and non-academic staff in Rivers state. Through purposive sampling, seven (7) tertiary institutions are considered for assessable population. The names of the accessible Institutions are listed in the following table.

S/No.	Names of Tertiary institutions and addresses	Number of respondents
1.	University of port Harcourt, Choba, East West Road, Port Harcourt	200
2.	Rivers State University, Orowurukwu, Nkpolu, Port Harcourt	115
3.	Ignatius Ajuru University of Education, Iwofe	80
4.	Ken Saro Wiwa Polytechnic, Bori, Rivers State	70
5.	Elechi Amadi Polytechnic, Rumuola Road, Port Harcourt.	65
6.	Federal Polytechnic, Bony Island, Rivers State	50
7.	College of Health, Omoku, Rivers State	20
	TOTAL	**600**

The choices of these institutions are predicated on this proximity to the researcher and accessibility. Only employees who have contract of services with the institutions that is, those who have pensionable and fixed term employment are those who are eligible and entitled to all the reward mechanisms that institution offer.

In determining the sample size, the study used the Krejcie and Morgan (1970) table. From the table, the sample size of a population of 600 employees is 234 employees of tertiary institutions in Rivers state. Therefore, 234 copies of questionnaire were administered from which generalization were made.

The independent variable is Organizational identification (cognitive bond, affective bond, evaluative bond, and behavioural bond) while the dependent variable is Job Satisfaction (Edwards & Peccei, 2007; & Alvesson & Senberg, 2011). The instrument scales to be used for independent variable is adapted from Ayeni, (2007) and De Beer (1987) comprising 11 item scales.

The cronbach alpha is used in testing the reliability of the research instrument with the aid of statistical package of social sciences (SPSS), items which have alpha values, equal to or more than 0.70 are adopted.

Regression analysis are presented to determine the relationship in the variables. Also to undertake inferential analysis and to test the hypothesis.

RESULTS

This section presents the results of the descriptive statistics that summarize all collected data and the inferential analyses conducted to test the study's hypotheses.

Descriptive Analysis

234 academic and non-academic staff of Tertiary institutions in Rivers state participated in the study. Most of the respondents were female (74%) and male (26%). Twenty-four percent of the respondents had earned a bachelor's degree, whereas 76% earned a Master's degree or higher. All the respondents were primarily employed by a public tertiary institution (100.0%). With regard to job description, the majority of the study's respondents were non-academics (52.2%) and 47.8% of the respondents were academic staff.

Table 4.1: Frequency Distribution of Participants Demographics

Demographic Indicators	Frequency	%
Gender		
Male	61	26
Female	173	74
Total	234	100
Staff Category		
Academic	122	52.2
Non-Academic	112	47.8
Total	234	100
Education Earned		
Bachelor's degree	56	24
Master's degree	91	39
Professional certification	19	8
Doctorate Degree	68	29
Total	234	100
Type of Institution		
Public	234	100
Private	0	0
Total	234	100
Job Description		
Lecturer	122	52
Administrator	40	17
Technical	22	9.4
Professional	50	21.6
Total	234	100

Source: SPSS 22 Computation

Table 4.2: Summary Statistics for Job Satisfaction Survey (*n*=234)

Indicators	Min	Max	M	SD
Salary	4.00	34	22.02	5.96
Promotion	4.00	32	21.96	5.50
Retirement benefits	4.00	34	29.80	6.02
Rewards	4.00	32	25.76	5.49
Work condition	5.00	34	24.25	6.28
Colleagues/Students	4.00	32	22.49	5.49
Nature of work	7.00	34	30.91	4.20
Total Job satisfaction score	**32.00**	**232**	**177.19**	**38.94**

Source: SPSS 22 Computation

The summary statistic for job satisfaction subscales are presented in table 2 above. The table reveals the lowest ranking mean subscale score was promotion with a mean of 21.96. Other low ranking scores were salary with a mean of 22.02. In contrast, respondents assigned the highest-ranking mean subscale score to nature of work, with a mean of 30.91. Respondents also assigned higher mean subscale scores to retirement benefits, with a mean score of 29.80.

Table 4.3: Summary Statistics for Organizational Identification (*n*=234)

Organizational Identification Score	n	Min	Max	M	SD
Cognitive bond	234	8.00	48.00	30.38	8.84
Affective bond	234	13.00	34.00	24.50	3.75
Evaluative bond	234	13.00	41.00	27.65	6.55
Behavioural bond	234	6.00	42.00	27.61	8.88

Source: SPSS 22 Computation

A summary of all of the organizational identification score of the study has been provided and discussed accordingly. The cognitive bond total score resulted in a mean of 30.38. Affective bond resulted in a mean of 24.50; evaluative bond resulted in a mean of 27.65, and behavioural bond resulted in a mean of 27.61.

Table 4.4: Regression Results for Four Predictors of Organizational Identification
Dependent Variable: Job Satisfaction

a	R^2	Adjusted R^2	R^2 Change	ρ F Change	ρ ANOVA
	.237	.218	.023	.03*	.00**

Model 1	Unstandardized Coefficients		Standardized Coefficients		
	B	SE	ß	t	ρ
(Constant)	-.05	4.11		-.01	.99
Cognitive Bond	.64	1.42	.03	.45	.65
Affective Bond	.08	.03	.27	3.37	.00**
Evaluative Bond	.28	.07	.29	4.22	.00**
Behavioural Bond	.17.08	.18	2.21	.03*	

Source: SPSS 22 Computation

The result of the regression computed are discussed in this section. The ANOVA statistic which indicated if any of the four indicators of organizational identification were statistically significant, showed that all the four indicators of organization identification (cognitive bond, affective bond, evaluative bond, behavioural bond) were all statistically significant. We examined the R^2 change statistics to reliably examine the success of the model in predicting organizational identification. The statistics showed that cognitive bond was significant.

The coefficients provides a comparison of the four predictors regarding their impact on job satisfaction scores. Two of the four prediction were significant as follows in order of the coefficient weights from the largest to the smallest: (a) affective bond (ß=0.27, ρ=0.00), (b) evaluative bond (ß=0.29, ρ=0.00). As these coefficients demonstrate higher level of organizational identification in the form of affective bond and evaluative bond. In other words, it is established in this study that the most critical factor influencing job satisfaction is based on affective bond, evaluative bond, cognitive bond and behavioural bond, which all have been identified as factors that lead to deeper level of job satisfaction. However, the research findings suggests that affective and evaluative bond are major component of organizational identification from which employees of tertiary institutions in Rivers state evaluate the employment relationship with job satisfaction in the organization.

CONCLUSION

A total of 234 academic and non-academic staff of tertiary institutions in Rivers state participated in this study. The majority of the respondents were female and academic staff category. The respondents represented all categories of both non-academic and academic staff employed at public tertiary institutions in Rivers state. With consideration to job satisfaction, the nature of work response rate dominated the scale, implying that the nature of work ranks highest in the determination of job satisfaction among staff of tertiary institutions; this is followed by the associated retirement benefits.

In regards to level of degree earned, 39 percent of respondents had earned a master's degree. 100 percent of the respondents worked in public tertiary institutions in Rivers state. In relation to job description, lecturers accounted for the majority of the respondents at the rate of 52percent. The results from the sample analysis indicated that many of the tertiary institution staff reported various levels of affective, evaluative, cognitive and behavioural bond. Further empirical analysis showed that there is a positive relationship between job satisfaction and cognitive, affective, evaluative and behavioural bonds, respectively. Although, affective and evaluative bonds were the most significant contributor, as they are significantly related to higher levels of job satisfaction. Therefore, the study recommends from its findings, that, increasing organizational identification by way of increasing commitment; the perception of job satisfaction of employees tends to improve, especially in tertiary institutions in Rivers state.

RECOMMENDATIONS

i. Management of tertiary institutions should carry employees along in decision making process. There should be a bottom top approach in arriving at strategic decisions in higher institutions

ii. Employees should be motivated with both intrinsic and extrinsic motivation to enable them feel they are stakeholders in the system

iii. There should be room for employee voice so that management can ascertain the problems of employees before it gets out of hand. This can be done through suggestion boxes etc.

iv. The appraisal of employees should reflect the true nature of what it should be, free of bias and based on competence.

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