

## **EMPLOYEE ENGAGEMENT: EXPLORING JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN BENIN'S MANUFACTURING SECTOR**

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### **Abstract**

*This study investigates the impact of job satisfaction on organizational commitment and overall employee engagement within the manufacturing sector in Benin City. The manufacturing sector in Benin City is particularly susceptible to the repercussions of disengaged workforces, facing increasing pressures stemming from globalization, technological advancements, and workforce diversification. Grounded in Social Exchange Theory (SET), the research employs a quantitative approach and utilizes a descriptive cross-sectional survey design to capture a snapshot of current organizational practices and their effects on employees. A stratified random sampling method was utilized to ensure diverse representation across various job roles, hierarchical levels, and demographic categories. A structured questionnaire was administered to 536 respondents, measuring job satisfaction, organizational commitment, and employee engagement. The instrument exhibited high internal consistency, as indicated by a strong Cronbach's alpha score. Data analysis incorporated both descriptive and inferential statistical techniques. Descriptive statistics were used to summarize the socio-demographic characteristics, while regression analysis was conducted to evaluate the relationships between job satisfaction, organizational commitment, and employee engagement. The findings revealed significant mean differences in job satisfaction among the organizations studied. Key determinants, such as recognition for contributions ( $t = 10.201, p < 0.001$ ) and enthusiasm for work ( $t = 13.628, p < 0.001$ ), were found to have substantial effects on employee engagement. Moreover, a significant association was identified between employee participation in workplace initiatives and job satisfaction ( $\chi^2 = 48.944, p < 0.001$ ). These results highlight the critical role of job satisfaction in promoting organizational commitment and enhancing employee engagement. In conclusion, employee engagement is correlated with job satisfaction and organizational commitment, influenced by factors such as recognition, involvement, and organizational support. In order to enhance employee engagement, it is imperative to improve participation in recognition programs, involvement initiatives, and to offer flexible working hours.*

**Keywords:** Job satisfaction, organizational commitment, employee engagement, Nigeria's manufacturing sector, Benin City.

### **Introduction**

Employee engagement is a vital factor in driving organizational effectiveness, particularly within the manufacturing sector, which significantly contributes to economic growth. This study investigates the relationship between job satisfaction and organizational commitment as key components of employee engagement in manufacturing industry in Benin City. Job satisfaction, defined as the emotional and cognitive assessment of one's job, has a direct impact on employee motivation and productivity (Nguyen, Smith & Jones, 2023). Similarly, organizational commitment, which reflects employees' psychological attachment and loyalty to their organization, is crucial for talent retention and minimizing turnover (Adebanjo, Oduyemi & Olagunju, 2022). Despite a wealth of global research on these dynamics, there is

limited scholarly attention directed towards Nigeria's manufacturing sector, particularly in Benin City, where socio-economic challenges shape workplace experiences.

Addressing these engagement deficits is essential for optimizing human capital in emerging economies. The sector is currently facing pressures from globalization, technological advancements, and workforce diversification, necessitating tailored strategies to enhance job satisfaction and commitment (Okeke, Abiola & Eze, 2023). Studies suggest that improving these factors can significantly elevate employee engagement, even in difficult contexts. This study seeks to close existing gaps by offering empirical insights into the factors influencing employee engagement within manufacturing sector in Benin City.

The paper proposes that employee engagement acts as a mediator between job satisfaction and organizational commitment, affecting both individual and organizational outcomes (Saks, Gruman & Cooper-Thomas, 2023; Albrecht, Bakker, Gruman, Macey & Saks, 2022). However, the distinctive socio-economic and cultural context necessitates a localized examination. Previous research has established a positive correlation between engagement, job satisfaction, and organizational commitment, all of which contribute to productivity and overall success (Albrecht et al., 2022; Kwon & Kim, 2023). Nevertheless, the limited literature specifically addressing manufacturing sector in Benin City underscores the importance of this study, which aims to explore these dynamics and provide actionable recommendations for sustainable industry growth in Nigeria.

### **Research Questions**

In light of the identified problem and existing research gap, the following research questions have been formulated:

1. How does job satisfaction differ among various organizations within manufacturing sector in Benin City, as evidenced by the mean differences among employees?
2. What is the relationship between the dimensions of the Quality of Work Life Framework and employees' job satisfaction in manufacturing sector in Benin City?
3. To what extent can the Quality of Work Life Framework serve as a predictor for job satisfaction within the manufacturing sector in Benin City?
4. How does organizational commitment vary among employees across the organizations under study, and what implications does this have for employee retention and performance?

### **Research Objectives**

The primary objective of this study is to investigate employee engagement by exploring job satisfaction and organizational commitment within the manufacturing sector of Benin City. In order to achieve this, the study specifically sought to

1. To assess the differences in job satisfaction among various organizations within manufacturing sector in Benin City through an analysis of mean differences among employees.
2. To examine the relationship between the dimensions of the Quality of Work Life Framework and employees' job satisfaction in manufacturing sector in Benin City.
3. To evaluate the extent to which the Quality of Work Life Framework serves as a predictor of job satisfaction in manufacturing sector in Benin City.
4. To analyze variations in organizational commitment among employees across

the studied organizations and determine the implications for employee retention and performance.

## **Review of Related Literature**

### **Employee Engagement**

Employee engagement refers to the emotional and cognitive connection that employees have with their workplace, which drives their motivation and performance (Al Mehrzi & Singh, 2023). Engaged employees tend to exhibit higher levels of productivity, innovation, and loyalty, contributing to the overall success of the organization (Shuck, Alagaraja & Rose, 2021). In Nigeria's manufacturing sector, issues such as low productivity and high turnover emphasize the need for a deeper understanding of the dynamics of employee engagement (Akinbode & Ayodeji, 2022).

### **Job Satisfaction and Employee Engagement**

Job satisfaction, defined as the contentment employees feel in relation to their roles, significantly influences engagement levels (Dahri, Shah & Ali, 2022). Factors that enhance job satisfaction, including fair remuneration, a supportive work environment, and opportunities for career development, also bolster employee engagement (Adepoju & Oyewole, 2023). In the manufacturing sector in Benin City, fairness in reward systems and managerial practices has been shown to foster greater employee engagement (Oluwatobi & Eze, 2023). This is consistent with Herzberg's Two-Factor Theory, which highlights the importance of intrinsic motivators, such as recognition and achievement, in driving engagement.

### **Organizational Commitment and Employee Engagement**

Organizational commitment, the extent to which employees feel attached to their organization, has a strong impact on engagement levels. Meyer and Allen's (1991) three-component model identifies affective commitment as a key driver of engagement (Akintola, Adewumi & Ibrahim, 2023). In the Nigerian manufacturing industry, higher levels of commitment are correlated with lower turnover and improved performance (Oluwatobi & Eze, 2023). Employees who feel valued and supported are more likely to be engaged (Adeyemi & Omotayo, 2023, Adeniyi, AHamad, Adewusi, Unachukwu, Osawaru, Onyebuchi, Omolawal, Aliu & David, 2024), and factors such as transformational leadership and workplace culture often influence this engagement (Ibrahim, Oladipo & Adebayo, 2022). Equally, providing employees with autonomy in their job roles enhances both commitment and loyalty (Adeniyi & Omolawal, 2024).

### **Interplay of Job Satisfaction, Organizational Commitment, and Engagement**

Job satisfaction generally precedes commitment, which in turn enhances engagement (Dahri et al., 2022). In the manufacturing sector of Benin City, employee satisfaction with their job roles directly impacts their levels of commitment and engagement (Adepoju & Oyewole, 2023). Economic instability and cultural factors also shape these relationships (Akinbode & Ayodeji, 2022). To sustain engagement, organizations must implement strategies that promote job security, inclusive cultures, and equitable compensation. Employees who feel fulfilled are less likely to switch jobs (Adeniyi, 2024). As the sector faces economic challenges, further empirical research is necessary to develop innovative strategies for enhancing employee engagement.

### **Theoretical Framework**

This study is grounded in Social Exchange Theory (SET), which emphasizes the importance of reciprocal relationships between employers and employees. It posits that when organizations offer fair compensation, opportunities for professional development, and a supportive work environment, employees are likely to respond with increased engagement, satisfaction, and commitment. Focusing on the manufacturing sector in Benin City, where economic, social, and cultural factors play a significant role in shaping workplace dynamics, this research investigates how effective exchange relationships contribute to enhanced workforce engagement, productivity, and retention. By addressing prevalent issues such as job dissatisfaction and low commitment in developing economies, the study adds to the ongoing dialogue about employee engagement and highlights the necessity of considering cultural factors when applying SET.

### **Methods and Materials**

This study employed a quantitative approach to conduct a systematic and objective analysis of the influence of job satisfaction on organizational commitment and overall employee engagement. A descriptive cross-sectional survey design was utilized to capture a snapshot of current organizational practices and their effects on employees. A stratified random sampling method was implemented to ensure diverse representation across various demographic categories, job roles, and hierarchical levels within the manufacturing sector. This sampling strategy enhances the generalizability of the findings while minimizing potential sampling bias. Data collection was conducted using a structured questionnaire specifically designed to measure demographic variables, job satisfaction, organizational commitment, and employee engagement. The questionnaire underwent pre-testing for validity and reliability, achieving a high internal consistency, as indicated by a Cronbach's alpha score.

The analysis of the data was conducted using both descriptive and inferential statistical techniques. Descriptive statistics were employed to summarize demographic characteristics and key variables, while regression analysis was utilized to examine the relationships between job satisfaction, organizational commitment, and employee engagement. Statistical software was utilized to ensure accuracy and reproducibility of the results. The study adhered to rigorous ethical standards; informed consent was obtained from all participants, and confidentiality was maintained. Participation in the survey was entirely voluntary, in accordance with established ethical guidelines. This methodology provides a robust framework for understanding the interactions between job satisfaction, organizational commitment, and employee engagement, thus contributing actionable insights for the enhancement of workforce dynamics within Nigeria's manufacturing sector.

### **Data Presentation and Discussion of Findings**

Employee engagement plays a crucial role in organizational performance, particularly within manufacturing sector in Benin City. High job satisfaction and strong employee commitment enhance workforce stability and productivity. Tables 1a and 1b present the socio-demographic profiles of respondents, highlighting variations in engagement levels. Table 2 illustrates differences in job satisfaction among employees, while Table 3 establishes a connection between Quality of Work Life Framework Practices (QWLFP) and job satisfaction, emphasizing the importance of workplace conditions. Table 4 investigates the impact of QWLFP on job satisfaction at the Nigerian

Petroleum Development Company (NPDC). Table 5 evaluates variations in organizational commitment, and Table 6 examines how the dimensions of QWLFP relate to commitment, showcasing the intricate relationship between the work environment, job satisfaction, and employee retention.

**Table 1a: Distribution of Respondents' Socio-Demographic Characteristics**

S/N	Variables	Study Organizations				Total (F/ %)	
		NPD (F/ %)		NBC(F/ %)			
1	Age						
	25 – 30 years	70	25.5	128	48.9	198	36.9
	31 – 36 years	100	36.5	72	27.5	172	32.1
	37 – 42 years	57	20.8	40	15.3	97	18.1
	43 – 48 years	12	4.4	10	3.8	22	4.1
	49 – 54 years	10	3.6	5	1.9	15	2.8
	55 – 60 years	25	9.1	7	2.7	32	6.0
	Total	274	100.0	262	100.0	536	100.0
2	Sex						
	Male	198	72.3	189	72.1	387	72.2
	Female	76	27.7	73	27.9	149	27.8
	Total	274	100.0	262	100.0	536	100.0
3	Marital Status						
	Single	89	32.5	103	39.3	192	35.8
	Married	180	65.7	142	54.2	322	60.1
	Divorced/Separated	1	0.4	12	4.6	13	2.4
	Widow/Widower	4	1.5	5	1.9	9	1.7
	Total	274	100.0	262	100.0	536	100.0
4	Religious Affiliation						
	ATR	0	0.0	10	3.8	10	1.9
	Islam	50	18.2	74	28.2	124	23.1
	Christianity	224	81.8	178	67.9	402	75.0
	Total	274	100.0	262	100.0	536	100.0

**Source:** Survey, 2024

The socio-demographic profile of employees in manufacturing sector of Benin City reveals a workforce primarily aged between 31 and 36 years (36.9%), closely followed by those in the 37-42 age range (32.1%). This indicates a relatively young yet experienced workforce. Males constitute the majority at 72.2%, suggesting potential gender imbalances in employment opportunities within the sector. Regarding marital status, a significant proportion of employees are married (60.1%), which may have implications for job stability and organizational commitment. Christianity is the predominant religion, with 75.0% of employees identifying as Christian, while Islam accounts for 23.1%. This distribution reflects the broader religious composition of Beninese society. These findings provide valuable insights into workforce dynamics that may affect job satisfaction and organizational commitment, underscoring the necessity for targeted engagement strategies.

**Table 1b: Distribution of Respondents' Socio-Demographic Characteristics**

S/N	Variables	Study Organizations				Total (F/ %)	
		NPD (F/ %)		NBC(F/ %)			
5	Average Monthly Income						
	Less than ₦20,000	21	7.7	36	13.7	57	10.6
	₦20, 001 - ₦70,000	25	9.1	97	37.0	122	22.8
	₦70,001 - ₦120,000	79	28.8	62	23.7	141	26.3
	₦120,001- ₦170,000	13	4.7	33	12.6	46	8.6
	Above ₦170,001	136	49.6	34	13.0	170	31.7
	Total	274	100.0	262	100.0	536	100.0
6	Highest Educational Qualification						
	No formal Education	1	0.4	16	6.1	17	3.2
	Primary Education	0	0.0	18	6.9	18	3.4
	Secondary Education	1	0.4	35	13.4	36	6.7
	Tertiary Education	272	99.3	193	73.7	465	86.8
	Total	274	100.0	262	100.0	536	100.0
7	Employment Status						
	Contract Staff	114	41.6	139	53.1	253	47.2
	Permanent Staff	160	58.4	123	46.9	283	52.8
	Total	274	100.0	262	100.0	536	100.0
8	Cadre						
	Junior staff	76	27.7	182	69.5	258	48.1
	Senior Staff	198	72.3	80	30.5	278	51.9
	Total	274	100.0	262	100.0	536	100.0
9	Duration in Service						
	Less than 5 years	122	44.5	104	39.7	226	42.2
	5 - 10 years	62	22.6	103	39.3	165	30.8
	11 - 16 years	46	16.8	42	16.0	88	16.4
	More than 16 years	44	16.1	13	5.0	57	10.6
	Total	274	100.0	262	100.0	536	100.0

**Source:** Survey, 2024

The data highlight significant socio-demographic patterns that influence job satisfaction and organizational commitment within manufacturing sector of Benin City. Income distribution reveals a concentration at both ends of the spectrum, with 31.7% of individuals earning above N120,001 and 26.3% earning between N70,001 and N120,000, suggesting potential disparities in financial stability. Despite high educational attainment, 86.8% of workers holding tertiary degrees, a notable portion (47.2%) remains in contract positions, indicating a lack of employment security. The workforce is predominantly composed of junior staff (51.9%), and nearly half (42.2%) have less than five years of service, which may indicate a tendency toward high turnover rates. These findings suggest that financial incentives, opportunities for career advancement, and job security are essential factors affecting employee engagement and commitment in this sector.

**Table 2: Mean Difference of Job Satisfaction in the Study Organizations**

Job Satisfaction	NDPC	NBC	Mean Difference	t-value	p-value
	Mean Difference	Mean Difference			
Recognition for contribution	3.58	2.39	1.19463	10.201	0.000

Enthusiastic about my work	3.92	2.38	1.54168	13.628	0.000
Sense of personal accomplishment	4.01	2.40	1.60654	14.158	0.000
Best place to work	3.66	2.34	1.32072	11.328	0.000
Views and participation are valued	3.73	2.36	1.37861	12.198	0.000
Compensation matches my responsibility	3.30	2.30	0.99791	8.448	0.000
Management implement programs to my advantage	3.45	2.29	1.16630	10.377	0.000
Job security	3.74	2.30	1.43935	12.734	0.000
High team spirit in the work environment	3.78	2.37	1.40698	12.155	0.000
Satisfied with my overall job	3.72	2.35	1.37148	11.921	0.000
Real enjoyment in my work	3.67	2.35	1.31674	11.327	0.000
Work seems like it will never end	3.46	2.32	1.14289	9.931	0.000
Recommend organization as a place to work to friends	3.95	2.31	1.63974	14.656	0.000
I like my co-workers	4.09	2.39	1.69811	15.077	0.000
Clear ladder of growth for me in this organization	3.84	2.30	1.54154	13.106	0.000
Pleased with the physical conditions in which i work	3.83	2.36	1.47351	12.712	0.000
Have the skill and facilities necessary to do my work	3.97	2.39	1.58132	13.932	0.000
Have understanding of my responsibilities	4.07	2.42	1.65315	14.356	0.000
Amount of responsibilities is moderate	3.84	2.34	1.50337	13.394	0.000
Supervisor gives useful feedback on how to improve job performance	3.84	2.36	1.48064	12.852	0.000

**Source:** Survey, 2024

The data presented in Table 2 illustrates a statistically significant difference in job satisfaction between employees of the NDPC and NBC organizations, as evidenced by the consistently high t-values and a p-value of 0.000 across all variables. Employees in NDPC reported markedly higher satisfaction levels, with mean differences exceeding 1.0 in key areas such as recognition for contributions (1.19), sense of personal accomplishment (1.61), job security (1.44), and the alignment of compensation with responsibilities (0.99). The most notable mean difference was found in the aspect of enjoying co-workers (1.70), closely followed by the likelihood of recommending the organization to friends (1.64), highlighting a robust sense of camaraderie and endorsement within NDPC. These results are consistent with previous research that indicates recognition, job security, and career growth significantly affect employee engagement and commitment (Smith & Johnson, 2023, p. 215; Williams, 2022, p. 189). The significantly lower scores within NBC point to structural inadequacies in employee motivation and workplace satisfaction, which may negatively impact long-term commitment and performance (Jones & Roberts, 2022, p. 302). Therefore, it is crucial to implement targeted interventions, such as enhanced recognition programs, improved job security policies, and well-defined career progression frameworks, to address this satisfaction gap.

**Table 3: Association between dimensions of QWLFP and employees' job satisfaction**

Variables	Categories	Job Satisfaction		Test of Association
		Low	High	

Participation in Employee Involvement*			
No	109(52.2)	100(47.8)	$\chi^2 = 48.944$
Yes	43(19.7)	175(80.3)	df = 1
			Sig. =0.000
Participation in Employee Recognition*			
No	122(63.5)	70(36.5)	$\chi^2 = 124.182$
Yes	39(14.0)	240(86.0)	df = 1
			Sig. =0.000
Participation in Long Service Award*			
No	122(55.7)	97(44.3)	$\chi^2 = 71.701$
Yes	51(18.9)	219(81.1)	df = 1
			Sig. =0.000
Participation in Flexible Working Hours*			
No	115(70.6)	48(29.4)	$\chi^2 = 123.945$
Yes	55(18.3)	245(81.7)	df = 1
			Sig. =0.000
Participation in Recreation and Leisure*			
No	113(49.8)	114(50.2)	$\chi^2 = 44.434$
Yes	47(20.0)	186(79.8)	df = 1
			Sig. =0.000
Participation in Employee Assistance*			
No	98(55.4)	79(44.6)	$\chi^2 = 52.544$
Yes	60(22.0)	213(78.0)	df = 1
			Sig. =0.000
Participation in Health and Wellness Programme*			
No	9(18.8)	39(81.3)	$\chi^2 = 6.242$
Yes	159(36.9)	272(63.1)	df = 1
			Sig. =0.012
Participation in Child Educational Benefit*			
No	103(47.5)	114(52.5)	$\chi^2 = 12.018$
Yes	41(29.1)	100(70.9)	df = 1
			Sig. =0.001

Note: Values in parentheses are the percentage distributions of frequencies outside the parentheses

Key: \* Significance at  $p < 0.05$ ;  $\chi^2$  : Chi Square DF: Degree of Freedom

**Source:** Survey, 2024

The findings outlined in Table 3 demonstrate a significant link between quality work-life facilitation programs (QWLFP) and job satisfaction within manufacturing sector of Benin City. Notably, employee involvement initiatives ( $\chi^2 = 48.944$ ,  $p = 0.000$ ) and recognition programs ( $\chi^2 = 124.182$ ,  $p = 0.000$ ) are strongly associated with increased job satisfaction, underscoring the positive effects of participatory decision-making and acknowledgment.

Additionally, long service awards ( $\chi^2 = 71.701$ ,  $p = 0.000$ ) and flexible working hours ( $\chi^2 = 123.945$ ,  $p = 0.000$ ) further enhance satisfaction by valuing employee tenure and encouraging a healthy work-life balance. Other significant contributors include recreation programs ( $\chi^2 = 44.434$ ,  $p = 0.000$ ), employee



assistance programs ( $\chi^2 = 52.544$ ,  $p = 0.000$ ), and wellness initiatives ( $\chi^2 = 6.242$ ,  $p = 0.012$ ), all of which positively impact employee satisfaction. Importantly, child educational benefits ( $\chi^2 = 12.018$ ,  $p = 0.001$ ) strengthened organizational commitment by addressing employees' family-related concerns.

These results highlight the critical role of a comprehensive approach to QWLFP in promoting employee well-being and overall job satisfaction.

**Table 4: Influence of QWLFP on job satisfaction within NPDC**

Independent Variables	Dependent Variable <i>Job Satisfaction</i>	
	B	P-Value
Occupational health and safety	2.433	.490
Employee Training	-.803	.737
Teamwork	-2.653	.269
Involvement program	6.043	.001
Recognition	4.560	.013
Long service Program	3.398	.045
Flexible working hours	1.323	.553
Recreational and leisure	-1.287	.437
Employee Assistance	-1.816	.337
Healthcare and wellness	1.542	.526
Child Education benefit	-1.489	.503

**Source:** Survey, 2024

The data presented in Table 4 illustrates the influence of Quality of Work-Life Factors and Practices (QWLFP) on job satisfaction within the NPDC. Notably, the involvement program ( $\beta = 6.043$ ,  $p = .001$ ) demonstrates a highly significant positive effect, reinforcing the premise that participatory work structures enhance job satisfaction (Akinwale & George, 2023, p. 114). Likewise, recognition ( $\beta = 4.560$ ,  $p = .013$ ) and long service programs ( $\beta = 3.398$ ,  $p = .045$ ) positively contribute to job satisfaction, aligning with research that indicates reward systems can bolster employee morale (Johnson, Peters & Wang, 2022, p. 89). In contrast, both teamwork ( $\beta = -2.653$ ,  $p = .269$ ) and employee assistance programs ( $\beta = -1.816$ ,  $p = .337$ ) reveal non-significant negative effects, suggesting potential organizational challenges within collaborative frameworks (Ogunyemi, 2021, p. 76).

**Table 5: Mean Difference of Organizational Commitment in the Study Organizations**

Organizational Commitment	NDPC Mean Difference	NBC Mean Difference	Mean Difference	t-value	p- value
<i>Affective Commitment:</i>					
This organization is highly valuable to me	4.25	2.42	1.83198	15.801	0.000
organizations problem are my own	3.95	2.39	1.56611	13.119	0.000
Spend the rest of my career with this organization	3.81	2.24	1.56611	13.175	0.000
Accept almost any type of work assignment	3.49	2.30	1.19134	9.874	0.000
Feel a strong sense of “belonging”	3.80	2.42	1.37959	11.620	0.000
Enjoy discussing this organization with people outside	3.61	2.34	1.27344	10.602	0.000
Talk up this organization to my friends	3.72	2.37	1.34892	11.393	0.000
Best of all possible organization for which to work	3.51	2.31	1.20544	9.872	0.000
Ample opportunities for advancement	3.83	2.28	1.54602	13.587	0.000
Similarity between my values and organizational values	3.67	2.33	1.33947	11.393	0.000
Work i do in my organization is interesting to me	3.94	2.35	1.58681	14.086	0.000
Extremely glad I choose this organization to work for over others	3.85	2.37	1.48760	12.794	0.000
Too much to gain by sticking with this organization	3.95	2.34	1.60921	14.409	0.000
The future of this organization is bright	4.11	2.43	1.68566	14.507	0.000
Relationship between the management and the employee is good	3.98	2.39	1.59261	14.027	0.000
organization really inspires the very best in me	3.85	2.37	1.48014	13.037	0.000
I feel loyal to this organization	4.17	2.41	1.75932	15.911	0.000
Find it easy to agree with the organizations’ policies on important matters	3.89	2.39	1.50866	13.273	0.000
Willing to put a great deal of effort	4.33	2.45	1.88190	16.746	0.000
Care about the fate of this organization	4.41	2.42	1.98510	17.850	0.000

**Source:** Survey, 2024

The data presented in Table 5 reveals significant variations in affective commitment between employees at NDPC and NBC, with all measured dimensions demonstrating statistical significance ( $p < 0.001$ ). Employees at NDPC show a notably higher level of commitment, particularly in their sense of belonging ( $M = 3.80$  for NDPC compared to  $M = 2.42$  for NBC), willingness to discuss the organization externally ( $M = 3.61$  for NDPC vs.  $M = 2.34$  for NBC), and intent to remain with the organization ( $M = 3.81$  for NDPC vs.  $M = 2.24$  for NBC). The most pronounced mean differences are observed in the following areas: caring about the organization’s fate ( $M = 4.41$  for NDPC vs.  $M = 2.42$  for NBC,  $MD = 1.99$ ,  $t = 17.850$ ), willingness

to exert effort ( $M = 4.33$  for NDPC vs.  $M = 2.45$  for NBC,  $MD = 1.88$ ,  $t = 16.746$ ), and perceiving the organization as valuable ( $M = 4.25$  for NDPC vs.  $M = 2.42$  for NBC,  $MD = 1.83$ ,  $t = 15.801$ ). These results underscore a stronger sense of organizational attachment among NDPC employees.

**Table 6: Association between dimensions of QWLFP and employees' organizational commitment**

Variables	Organizational Commitment		Test of Association
	Low	High	
Participation in Team Work*			
No	14(24.1)	44(75.9)	$\chi^2 = 3.714$
Yes	152(37.1)	258(62.9)	$df = 1$ $Sig. = 0.054$
Participation in Employee Involvement*			
No	109(52.2)	100(47.8)	$\chi^2 = 47.431$
Yes	44(20.2)	174(79.8)	$df = 1$ $Sig. = 0.000$
Participation in Employee Recognition*			
No	123(64.1)	69(35.9)	$\chi^2 = 124.265$
Yes	40(14.3)	239(85.7)	$df = 1$ $Sig. = 0.000$
Participation in Long Service Awards*			
No	124(56.6)	95(43.4)	$\chi^2 = 80.013$
Yes	48(17.8)	222(82.2)	$df = 1$ $Sig. = 0.000$
Participation in Flexible Working Hours*			
No	114(69.9)	49(30.1)	$\chi^2 = 123.237$
Yes	54(18.0)	246(82.0)	$df = 1$ $Sig. = 0.000$
Participation in Recreation and Leisure*			
No	112(49.3)	115(50.7)	$\chi^2 = 40.504$
Yes	49(21.0)	184(79.0)	$df = 1$ $Sig. = 0.000$
Participation in Employee Assistance*			
No	98(55.4)	79(44.6)	$\chi^2 = 53.861$
Yes	59(21.6)	214(78.4)	$df = 1$ $Sig. = 0.000$
Participation in Health and Wellness Program*			
No	12(25.0)	36(75.0)	$\chi^2 = 2.377$
Yes	156(36.2)	275(63.8)	$df = 1$ $Sig. = 0.123$
Participation in Child Educational Benefit*			
No	101(46.5)	116(53.5)	$\chi^2 = 10.894$
Yes	41(29.1)	100(70.9)	$df = 1$ $Sig. = 0.001$

Note: Values in parentheses are the percentage distributions of frequencies outside the parentheses

Key: \* Significance at  $p < 0.05$ ;  $\chi^2$  : Chi Square DF: Degree of Freedom

**Source:** Survey, 2024

The data reveal a notable relationship between various dimensions of Quality of Work Life Facilitation Practices (QWLFP) and employees' organizational commitment within manufacturing sector of Benin City. Specifically, employee involvement ( $\chi^2 = 47.431$ ,  $p = 0.000$ ), long service awards ( $\chi^2 = 124.265$ ,  $p = 0.000$ ), and flexible working hours ( $\chi^2 = 80.013$ ,  $p = 0.000$ ) are strong predictors of elevated commitment levels. These findings align with recent studies emphasizing the significance of these factors in promoting workforce retention (Adeyemi, Ojo & Salisu, 2023, p. 214). Additionally, engagement in employee assistance programs ( $\chi^2 = 40.504$ ,  $p = 0.000$ ) and recognition initiatives ( $\chi^2 = 53.861$ ,  $p = 0.000$ ) also demonstrate statistical significance, supporting the existing literature on motivation and employee loyalty (Ogunleye & Falola, 2022, p. 198). Conversely, team participation ( $p = 0.054$ ) and health benefits ( $p = 0.123$ ) show weaker associations, indicating possible context-specific variations (Ibrahim & Uchenna, 2023, p. 301).

### **Theoretical Discussion of Findings**

Grounded in Social Exchange Theory (SET), the findings illuminate the reciprocal relationship between job satisfaction, organizational commitment, and quality of work-life-focused programs (QWLFP) within manufacturing sector of Benin City. According to SET, employees engage in continuous exchanges with their organizations, where factors such as recognition, prioritization of well-being, and professional support cultivate job satisfaction and commitment. Table 2 presents significant mean differences in job satisfaction between NDPC and NBC. Employees at NDPC report higher levels of recognition, enthusiasm, and job security, which aligns with SET's premise that positive exchanges enhance favorable work attitudes. The substantial t-values and p-values ( $p < 0.05$ ) establish that organizations investing in employee well-being tend to experience greater commitment and productivity.

Table 3 further corroborates SET by showcasing significant associations between QWLFP and job satisfaction. Employees who engage in initiatives such as recognition programs, flexible work arrangements, and assistance initiatives report notably higher satisfaction levels ( $p < 0.05$ ), confirming that meaningful organizational strategies lead to increased employee satisfaction. Table 4 investigates the direct impact of QWLFP on job satisfaction at NDPC, revealing positive predictors such as involvement programs ( $\beta = 6.043$ ,  $p = 0.001$ ) and recognition ( $\beta = 4.560$ ,  $p = 0.013$ ). On the contrary, teamwork ( $\beta = -2.653$ ,  $p = 0.269$ ) and training ( $\beta = -0.803$ ,  $p = 0.737$ ) show negative outcomes, suggesting that certain initiatives may require enhancement to improve effectiveness.

Tables 5 and 6 extend these insights to organizational commitment, indicating that NDPC employees exhibit higher levels of affective commitment ( $p < 0.05$ ). Factors such as employee involvement ( $\chi^2 = 47.431$ ,  $p = 0.000$ ) and recognition ( $\chi^2 = 124.182$ ,  $p = 0.000$ ) are strong predictors of commitment, reaffirming SET's assertion that equitable exchanges foster loyalty. In summary, these findings confirm that structured engagement initiatives are vital for enhancing job satisfaction and commitment within manufacturing sector of Benin City.

### **Conclusion**

The study posits that there is a significant relationship between job satisfaction and organizational commitment among employees of NDPC and NBC, underscoring critical workplace dynamics. Employees at NDPC reported notably higher levels of job satisfaction, with pronounced differences in areas such as recognition for

contributions, enthusiasm for work, job security, and overall workplace perception ( $p < 0.001$ ). Similarly, organizational commitment was significantly stronger among NDPC employees, reflecting deeper emotional ties and alignment with the organization's goals.

### **Recommendation**

Based on the study's findings, organizations in manufacturing sector of Benin City should prioritize enhancing employee engagement by improving job satisfaction and fostering organizational commitment. The study highlights notable variations in job satisfaction indicators, including recognition, compensation, job security, and participation, signaling an urgent need for robust talent management strategies. To positively impact job satisfaction and commitment, it is essential to strengthen recognition programs and implement long-service awards. Employees who are included in decision-making processes tend to report higher satisfaction levels, underscoring the significance of participatory management. Moreover, adopting flexible work policies, particularly adjustable work schedules, is crucial for enhancing job satisfaction and should be actively considered by employers. Fostering organizational commitment through career development opportunities and cultivating a strong sense of belonging is vital for employee retention. The high statistical significance of these factors underscores their importance in sustaining a motivated workforce. By prioritizing these initiatives, organizations can develop a committed and satisfied workforce, ultimately driving productivity and stability within the manufacturing sector.

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