

WORK MOTIVATION AND STRESS ON JOB COMMITMENT AMONG STAFF OF AKANU IBIAM AIRPORT, ENUGU

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ABSTRACT

This study attempted to investigate the predictive influence of work motivation and stress on job commitment among staff of Akanu Ibiam International Airport, Enugu State. The study employed a cross-sectional survey to recruit one hundred and fifty-eight (158) airport staff using snowball sampling technique. Participants were adequately engaged and willingly participated in the study. Their ages were from 19 and 51 years, mean of 30.51 years (SD= 6.77). In order to measure the variables of interest, the following instruments were employed: Work Motivation Scale (WMS), organizational commitment scale (OC) and Occupational Stress Scale. Thereafter, gathered data were analysed with descriptive statistics and linear regressions for SPSS v. 25. The results using linear regressions showed that work motivation did not significantly predict job commitment among airport staff. Conversely, stress was a significant predictor of job commitment among airport staff. In line with the findings, conclusions were made which were in consonance with policy implications and recommendations that were outlined.

Keywords: Job commitment, stress, work motivation, location, airport staff, aviation

INTRODUCTION

Employees who are committed are progressively becoming indispensable in their establishments. Over the past few years, some disciplines have work commitment as their main research theme (Brown et al., 2011). Organizational commitment has to do with the bond existing between an employee and the employer (Chen &

Hseeh, 2006; Iroegbu et al., 2020). The fact is that, one of the most important elements that any worker must have in boosting work productivity and efficiency is undoubtedly job commitment (Wagner & Hollenbeck, 2010).

Gbadamosi (2010) opined that an employee's attitude towards the



institution are cordial and good, then the chances of them taking their duties seriously are improved on. Notwithstanding, in organizational psychology, the commitment and motivation literatures have usually evolved independently to a certain extent (Meyer et al., 2004). Lately, scholars understudying work commitment has moved ahead to investigate motivational variables that may be implicated in job commitment (Johnson et al., 2010; Pool and Pool, 2007).

The fact that work motivation is necessary in determining efficiency and productivity cannot be overstated (Salleh et al., 2016). Hence, work motivation is seen as a managerial process of influencing human behaviour (Ross & Gray, 2006). Furthermore, for one to be internally encouraged, intrinsic motivation becomes indispensable - which is deemed to be more important (Karatepe & Tekinkus, 2006; Lumumba, 2001; Mohsan et al., 2010; Robbins et al., 2013; Schulze & Steyn, 2003). A worker who exhibits behaviours such as carelessness of duty, inability to meet deadlines and so on, indicates a lack of motivation.

The next variable of interest in this study is work-related stress. Some workplace factors such as work overload, poor pay and cantankerous work environment can be avenues of eliciting work stress. Stress becomes real when there is imbalance between demands people's ability to cope and adjust, characterized with low level of support (Fairbrother & Warn,

2003; National Institutes for Occupational Safety and Health, 1999; Tom, 2005). More so, occupational stress can adversely affect individual which can lead to counter-productivity and poor performance (Chraif, 2008; Chraif, 2010; Pitariu, Radu & Chraif, 2009; Pitariu & Chraif, 2009).

As surveys of the scientific literature indicate, stress is associated dysfunctional workplace behaviour that are aversive to good ethics in the workplace (Chraif & Anitei, 2011; Fairbrother & Warn, 2003; Jamal, 2010). Major impact of work stress include poor health condition, inefficiency and maladjustments in life holistically (Ismail & Hong, 2011; Jex & Britt, 2008; Khurshid & Aurangzeb, 2012; Manning et al., 1996; Mei, 2012). However, there have not been very much attention to occupational stress from an aviation point of view in Enugu state. When we know that serving the need of humans is one of the most critical asset of the aviation industry (Kavitha, 2003), then the need to investigate ways in which to insure the commitment of airport staff that see to the safety and wellbeing of air travelers cannot be over emphasized. When employees are unable to find a balance between work, family and personal life, it has the potential of affecting one's job commitment (Shahid et al., 2004). Essentially because in the absence well groomed staff, the aviation industry will be unable to actualize their aims and objectives. In this study, the researcher aimed to explore work motivation and stress as predictors of job

commitment among staff of Akanu Ibiam Airport, Enugu State.

Statement of the Problem

Considering the Economic Times (2013), aviation industry reports the highest rate staff turnover when compared to other sectors in Nigeria in the sense that the rate amounts to 22 percent per annum. Despite this, explanations for these rates remain unaccounted for. The inability to retain staff in this industry portends unsavoury implications for efficient service delivery, customer's wellbeing and passenger's safety (Latorella & Prabhu, 2000). Based on the data by the Aviation Safety Council (2010), the past ten years revealed that 1.08 accidents per million flight hours worldwide occurred; and the major probable causes were human errors, followed by environmental factors and aircraft errors (Heracleous and Wirtz, 2010). Therefore, as shown by Kuo *et al.* (2012), the essence of customer service and safety cannot be overstated.

Workers in the aviation industry experience may amount to work-induced stress and poor work motivation that may result to adverse effects for the worker and weigh heavily down on their performance. Therefore, for the sustained growth of the aviation industry, concerted plans and actions should be put in place to ensure organizational commitment of staff and maximum productivity (Tracey & Hinkin, 2008; Satardien, 2014) via engineering proper work motivation and reducing occupational stress.

Therefore, work motivation and stress has suddenly turned into a problem in contemporary workplace environment especially in the aviation sector (Bhatti et al., 2016). When workers are creative, safety conscious and active, presenting fresh and useful ideas will become second nature. Airport staffs are especially exposed to stress and low work motivation due to their ever changing environment as well (Satardien, 2014). Hence, stress and work motivation were considered as independent variables whereas organizational commitment was considered as the dependent variable of the study. Based on this, some research questions were formulated to handle the influence of work motivation and stress on job commitment among airport staff of Akanu Ibiam airport in Enugu.

Objectives of the Study

Generally, the current research is poised to identify the associations between predictor variables on job commitment among staff of Akanu Ibaim International Airport. Specifically, this study sought to investigate the following:

1. To ascertain the role of work motivation on job commitment among staff of Akanu Ibiam International Airport, Enugu.
2. To examine the role of stress on job commitment among staff among staff of Akanu Ibiam International Airport, Enugu.

Literature Review

Job commitment has been persistent and is now one of the most popularly researched variable because of its impact



on performance and profit turnover (Chen & Francesco, 2003). In their study, Chen and Aryee (2007) concurred that employee commitment is a crucial measure for enhancing the organization performance. Adekola, (2012) explained job commitment in terms of being positive assessment of organizations goals; while Lee (2001) identified three major job commitment: affective commitment - measuring an employee's emotional attachment, identification and involvement in organizational drives for success. Normative commitment reveals the pressure on an employee not to exit an organization due to certain obligations and considerations. Igella (2014) investigated the factors responsible for worker's commitment by enrolling 92 respondents and found that organizational factors strongly influenced worker's commitment. Varmazyar and Zamani (2016) investigated organizational commitment among 172 employees and showed significant effect of job motivation on job commitment. Haq *et al.* (2014) investigate 147 participants and revealed that there is a higher correlation between different supporting factors and organizational commitment of bank officers. Suliman and Lles, (2002) in their study found that organizational commitment comprises three-dimensional concept. However, some studies found an inverse connection between stress and job commitment (e.g. Boyas & Wind, 2010; Nikolaou & Tsaousis, 2002). Wongsuwan *et al.* (2023) surveyed 201 salespeople to establish empirical links and discovered

that employees should engage more in positive thinking in order to lower stress levels and at the same time, increase job commitment. According to Nappo (2020), job stress is a challenge that all employee must face in order to excel eventually. Similar findings were observed for Narsa and Wijayanti (2021). Li *et al.* (2017) in recruiting 209 participants showed that work stress has direct effect as well as negative indirect effect on job satisfaction. Sweeney and Quirin (2009) discovered that work stress showed no direct effect on affective commitment, yet job satisfaction was a mediator between job stress and affective commitment. Aghdasi *et al.* (2011) in their study in which 234 employees were selected, found that emotional intelligence reported no direct and indirect effects on stress, job satisfaction and organizational commitment.

Hypotheses

1. Work motivation will predict job commitment significantly among airport workers.
2. Stress will predict job commitment significantly among airport workers.

Methodology

Research Design

The study adopted a cross sectional survey design in assessing the impact of work motivation and stress on job commitment.

Study Area

The setting of the study was the premises of the Akanu Ibiam Airport in Enugu

State situated in the South-East region of Nigeria.

Study Population

The target population for this study was all bona fide staff of Akanu Ibiam Airport, Enugu State.

Sample and Sampling Techniques

This study was carried out in two (2) phases. The first was the pilot study, while the second phase was the main study. Snowball sampling technique was adopted in recruiting the participants. Descriptive statistics revealed that ages of the staff were between 19 and 51 years, a mean of 30.51 years (SD= 6.77); secondly, gender revealed males were more 56.96% (90) and females were 43.04% (68); thirdly, participants who were single dominated the marital status assessment as they were 43.04% (68), those who were married were 41.77% (66) and those who were still dating were 15.19% (24). Coming to the religious affiliation of participants, a vast majority 93.04% (147) were Christians and others (i.e., 6.96%, N = 11) were of other religious outside Christianity.

Instruments for Data Collection

The instruments for the study were in three sections. Section A comprised of the work motivation scale, section B was made up of stress scale, while section C had the job commitment scale. Pilot study was conducted with thirty (30) staff of a construction company in Enugu to ascertain the reliability of the instruments employed in the study. The reliability result showed Cronbach's value of 0.91

for work motivation, 0.66 for work-related stress, and 0.78 for job commitment. With these reliability results, the researchers were sure that the instruments value was adequate to be employed during the main study.

Work Motivation:

Work motivation was assessed with the 10-item Work Motivation Scale (WMS) as developed by Shouksmith (1989). The scoring showed a 7-point scale but modified to a 5-point and scoring for each item ranging from 1=Strongly Disagree to 5 = Strongly Agree. All items were directly scored.

Stress:

Stress as a construct in the study was measured with Occupational Stress Scale for Medical Doctors (OSSMD), developed by Khurshid and Aurangzeb (2012) with a 5-item scoring format, was later modified in the present study so as to reflect Akanu Ibiam International airport workers.

Job commitment:

On the other hand, job commitment was assessed with the 23 item organizational commitment scale (OC) as developed by Buchanan (1974). The instrument assesses three job commitment components such as: (a) Identification (b) Job Involvement and (c) organization loyalty.

Method of Data Analysis

Statistical analyses consisting of descriptive and inferential statistics were utilized to test the research hypotheses.



This includes means, frequency, standard deviation and linear regressions of SPSS software version 23.

participants was obtained from the participants before administering the questionnaires.

Ethical Considerations: Institutional consent and ethical approval was obtained from the Ethical Board of Peaceland College of Education, Enugu, while informed consent of the

Results

Results of collected data were analyzed and are presented in this section. Descriptive statistics and multiple linear regressions were utilized in the analysis.

Table 1: Summary of frequencies and percentages showing demographic characteristics of participants (N = 158)

Variables	N	%
Age		
Mean age= 30.51 (SD: 6.77)	158	
Minimum age =19		
Maximum age =51		
Gender		
Male	90	56.96
Female	68	43.04
Marital Status		
Single	68	43.04
Dating	24	15.19
Married	66	41.77
Religion		
Christianity	147	93.04
Other religions	11	6.96

Descriptive statistics revealed statistics of participant's age, gender, marital status and religious affiliation.

Hypothesis One: Work motivation will predict job commitment significantly among airport workers. This was tested using linear regression presented in Table 2.

Table 2: Linear regressions showing the contribution of work motivation on job commitment.

Predictor	Outcome	β	t	Sig.	R	R ²	F	df	
WM	OC	-.12	-.47	>0.05	0.028	0.001	0.13	1	>0.05

Note: WM = Work Motivation; OC = Organizational Commitment

The results presented in table above indicates that work motivation was not an independent predictor of organizational commitment ($\beta = -.12$; $t = -.47$; $p > 0.05$). Therefore, the first hypothesis which stated that work motivation will predict

job commitment significantly among airport workers was rejected.

Hypothesis Two: Stress will predict job commitment significantly among airport workers. This was tested using linear regression presented in Table 3.

Table 3: Linear regressions revealing contribution of stress on job commitment.

Predictor	Outcome	β	t	Sig.	R	R ²	F	df	Sig.
S	OC	1.79	10.09	<0.05	0.616	0.379	101.34	1	<0.05

Note: S = Stress; OC = Organizational Commitment

The results presented in Table 3 above indicates that stress was an independent predictor of job commitment ($\beta = 1.79$; $t = 10.09$; $p < 0.05$). Therefore, the second hypothesis which stated that stress will predict job commitment significantly among airport workers. was accepted.

Discussion

In this present study, one hundred and fifty eight (158) staff of Akanu Ibiam International Airport, Enugu State was assessed to investigate the role work motivation and stress plays on worker’s job commitment. In the first analysis, work motivation was not an independent predictor of job commitment, confirming

the first hypothesis. This means that work motivation appeared not to be a major construct or factor to independently consider with regards to job commitment among airport staff. This finding is in agreement with the findings of Igella (2014) who investigated the factors that influence employee commitment, and found that organizational factors contributed more to employee commitment. Practical explanation for this finding could lean on the fact that work motivation acts in tandem with other confounding variables (and not alone) to predict organizational commitment.

Secondly, results indicated that stress predicted airport staff’s level of job



commitment, thereby affirming the second hypothesis. The implication of this is that job stress remains stands as one of the major contributory factors of worker's job commitment. This finding is consistent with the findings of Boyas and Wind (2010) who found a negative association between workplace stress and worker's commitment. The finding is also consistent with the work of Wongsuwan *et al.* (2023) who discovered the importance of employees' engagement in positive thinking while management should create resources that meets employees' needs so as to lower stress and increase job commitment. In order to give an explanation of this finding, the need to reduce job stress; and this can in turn promote organizational commitment and loyalty.

Policy Implications

The major thrust of this study involving airport staff with respect to the predictive influence of work motivation and stress on commitment has been duly made bare in the sense that work motivation and stress jointly has an important role to play in the organizational commitment of airport staff. However, only job stress independently predicted organizational commitment. Therefore, occupational stress should be first considered in the interventional process of maintaining and enhancing organizational commitment among staff in the aviation industry before considering work motivation.

Limitations of the Study

In the process of conducting this study, the following challenges were observed and served as limitations:

Generally, the airport staff welcomed the researchers warmly as little or no of such studies has been carried out in their facility. However, the sampling method of snowballing could put the validity of participant's response in doubt, seeing the researcher had little or no access to the study participants while they responded to the study.

Suggestions for Further Study

Based on the limitation, future studies should consider using other online survey method of data collection in gathering data. Adding to that, other techniques such as participant observation could be great advantage in future studies.

Recommendations

For this reasons, the study recommends that

1. The aviation industry and Akanu Ibiam International Airport authorities should organize programs and workplace incentives that is capable of stimulating reduction of job stress to the barest minimum.
2. Similar studies should be conducted in other airports in other regions to broaden the scope in the aviation industry.

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