

Influence of Turnover Intention on Work Commitment among Journalists in ITV/RADIO Stations in Benin-City, Edo State Nigeria

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ABSTRACT: *This study focused on the Influence that Turnover Attitude may have on Work Commitment among Journalists in Independent Television and Radio Stations (ITV/Radio) in Benin-City. The researchers generated significant data on the factors that can contribute to loyalty and disloyalty of the workers in these affiliated media organizations that operate in Benin-City. They tried to specify the pathway by which aspects of team functioning and organization structure shaped employees' attitudes and level of turnover outcomes and he reiterated the fact that in any organizational structure a work-placeteam is not a team unless it is perceived as such by the employees. Data for the study were gathered through primary and secondary sources. The primary data were collected through survey method while the secondary data were sourced through books, journals, magazines, newspapers and the Internet. It was discovered that myriads of personal qualities identified as significant factors in the theoretical and practical scholarly works that have been done by various scholars on organizational behaviour that were seen as influencing work commitment are not in any way applicable to the job behaviour of journalists on the staff of ITV/Radio stations in Benin-City.*

Keywords: *Turnover attitude, Work commitment, Loyalty and disloyalty, Organizational behaviour, Job behaviour*

Date of Submission: 15-08-2019

Date of acceptance: 29-08-2019

I. INTRODUCTION

The primary purpose of this study is to interrogate the reasons why influence of turn-over attitude on work commitment among journalists in Nigeria may or may not yield expected outcomes. The study interrogated works of several scholars among whom are Katzell and Thompson (1990) who suggested that there is need for more nuanced and fine-grained models of how teams affect employee attitudes toward their company. The scholarship duo had specified the pathway through which aspects of team functioning and organization structure shaped employees' level of attitudes and turnover outcomes. They also opined that a team is not a team unless it is perceived as such by the employees. It is based on their suggestions, specifications and opinions that this present study investigated the possibility of using job commitments among workers as a yardstick for teamwork and to curbing the turnover intention among journalists in Nigeria with focus on those working for Independent Television and RADIO stations (ITV/Radio) in Benin-City.

Blau and Lunz (1998) have noted that relatively few studies had examined workers' own reports of how teamwork impacts on the attitudes toward their job or their organization. Other investigators such as Porter, Crampn and Smith, (1976) have found that internal subjective experience, more than external objective assessment, has created the link between job redesign or enrichment (teams being one example) and employee attitudes. The findings of these aforementioned related studies cannot be assumed as true of the situation in ITV-Radio stations in Benin-City. This implies that not all issues on individual behavioural attitudes and turnover attitude on work commitments have been addressed in those studies since their findings are organizational specific. In this present study, therefore, the question to be answered is: what is the influence of turnover attitude on work commitment among journalists working in ITV-Radio stations in Benin-city in Edo State, Nigeria? While we appreciate the limits of self-report, the subjective experience of the employees may be a critical link between organizational interventions and subsequent outcomes.

This study is significant in many respects. One, its findings will provide the management of ITV-Radio stations the opportunity to focus on specific categories of journalists with lower level of work commitment in terms of interventional efforts to remedy the turnover situations that may occur in the organization. Two, its

findings will afford the managements of media organizations in Nigeria the opportunity to package effective proactive measures that are derivable from the management principles to curb turnover intentions. Precisely, the application of such measures, if properly handled by the management of ITV-Radio stations, will help in no small way to overcome the problem of turnover and low level of work commitment among their journalists. Three, its findings will increase the number of available literature in this research area, that is, documented studies especially on turnover and work commitment among media workers in Nigeria. Above all else, the study could be beneficial for determining the productivity of work commitment and reviewing the status on work ethics by enabling employees in Nigerian media houses most especially those in ITV/Radio stations in Benin to know the positive and negative impact of turnover attitude on work commitment.

By seeking to examine if and how individual employees' evaluations of their team experience influence their attitudes toward ITV/Radio stations in Benin-City this researcher asked whether the employees' assessment of different aspects of team functioning affects their commitment to work and their intent to remain in their work organization. It was checked if the question was answered affirmatively and how the linkage between teamwork and employee organizational commitment has developed. This was done by examining a meditational model that included a set of work-related attitudinal variables: work overload, sense of mastery and job satisfaction. After asking the question it was hypothesized that (1) Journalists' attitude towards leaving the organization is directly affecting their work commitment (2) Journalists' level of work commitment is directly related to their attitude towards continuous staying with ITV/Radio (3) There is no relationship between journalists with positive and negative turnover attitude and (4) Journalists with high job status in ITV-Radio will have high level of work commitment to the management

This study can be justified for its need to make an addition to myriads of publications that have been in existence on the subject-matter: Influence of Turnover Attitude on Work Commitment. It can also be justified for the dearth of adequate literature on workers' work commitment in media organizations as most of the works on turnover intention and job commitment have negatively related to other organizational commitments and work satisfactions as well as turnover intentions. There are myriads of media organizations in Nigeria that need scholarly attention like this, but it will be too ambitious for any researcher to attempt the study of the influence that the turnover intention has over the work commitment among journalists in all Nigerian media houses as a whole. It is as a result of this that this researcher is limiting his scope of study to turnover intention and work commitment among journalists working mainly with the ITV-Radio in Benin-city, Edo State of Nigeria.

II. REVIEW OF LITERATURE

Many scholars have done great works in the subjects relating to turnover intention and work commitment. Among such scholars are (1) Morrow (1983), Shaw and Reyers (1992), Dewitt, Trevino and Mollica (1998), Blau and Lunz (1998), O'Reilly and Caldwell (1980), Stumpft and Hartman (1984), Angle and Perry (1981), Kent and Yukl (1986), Scandura and Melaine (1997) and Ubeku (1978). Ubeku (1978: Ibid) opined that the workers can only be committed and satisfied with their work, if they are highly remunerated. He declared that: "unless a man is able to solve his financial problems, he is not likely to express his commitment to the organization".

Morrow (1983: Ibid) averred that "commitment is associated with a number of significant organizational concerns: it is valuable to note its determinant. He stressed further that commitment is a function of personal characteristics and situational factors relating to the job setting. To him, personal characteristic include factors such as age, tenure and education, whereas situational factors involve areas such as role conflict. Angle and Perry (1981: *ibid*) believe that procedural justice, communication satisfaction with supervisors and cooperation labour management and relationship climate are positively related to organizational commitment. Kent and Yukl (1986: *ibid*) examined the effect of both distributive and procedural justice on organizational commitment and concluded that only perceptions about procedures used in deterring pay raises made a unique contribution to organizational commitment.

Shaw and Reyers (1992: *ibid*) examined the elementary and high school teachers' organizational commitment and workplace value orientation. The value orientation included two underlying value systems. The normative and utilitarian, the normative orientation emphasized the cultural values of the organization while utilitarian value orientation stressed scheduling and written policies to regulate teachers workload and extra duty assignments. Shaw and Reyers (1992: *op cit*) viewed perceived organizational support as a measure of an organization's commitment to its employees. An employee's perception of an organization's commitment contributes to his/her subsequent commitment to the organization.

Scandura and Meleire (1997: *ibid*) examined perceived organizational support and its influence on work attitude. They found that those workers who perceived that their organization offered flexible working hours reported high level of organizational commitment and job satisfaction than those who did not. Blau and Lunz (1998: *ibid*) conducted a study that utilized a framework of external work related and personal variable to study effect of professional commitment on the intent to leave the profession of medical technology. A sample

of 457 medical technologists was used. They found that younger and less satisfied workers had a higher intent to leave medical technology job.

Dewitt, Trevino and Mollica (1998: *ibid*) surveyed the influence of eligibility on employees' reactions to voluntary workforce reductions in a large public utility in the North Eastern United States and they discovered that the utility offered eligible employees severance pay and continuation of life and health insurance benefits. The final result of their study indicates that perception of outplacement assistance adequacy were related to commitment, but not significantly related to turnover intentions perceptions of adequacy of severance pay and benefits. O'Reilly and Caldwell (1980: *ibid*) examined the organizational culture and the levels of organizational commitment in a company in the retail market. This took the form of short interviews that looked at both the organizational culture and commitment and the study took place at four different locations. The aim of the research was to profile the current organizational culture as well as the preformed culture, to examine levels of organizational commitment with the organization and to look for relationship between the two variables.

The results of the reviewed works showed that the existing organizational culture is power oriented in which strong elements of roles and achievements are also present. It is apposite to say that all the literature reviewed here are not the same with the present study, they only have an affiliated relationship. It, therefore, becomes necessary for this researcher to make use of important aspects of these related works in order to put his study in the right perspective.

Theories

Two theories of organizational behaviour were used as the foundational instruments to discuss and analyze how turnover attitude can influence the work commitment of journalists working in ITV-Radio Stations in Benin-City. The theories are: (i) Side bet theory of commitment, and (ii) Social exchange theory.

The side bet theory of commitment was propounded by Becker in 1960. In the postulations, Becker stresses that employees make certain investments: side bets, in their organizations. These investments are the SUNK cost that increases or reduces the attractiveness of other employment opportunities. The above assumption is highly implicative in that it is believed that the original impression of a worker about his/her organization is paradoxically an investment. His/her expectations are on the notion that his/her inputs will lead to promotion, good pay, good work condition, and good medical facilities, among others. This presupposes that in exchange for his/her inputs in the organization he/she get uplifted. But if the condition of service is not as attractive as envisaged, the outcome of the bet can be positive turnover attitude, in which the worker's mind is not firm on staying with the organization for long. Hence, living with an impression that he/she may leave any moment earlier in working life is imperative and this may not mean well for high level of work commitment.

The social exchange theory was propounded by Blan in 1964. In the theory, this theorist contended that a worker is bound to reciprocate the management that benefits him/her. This implies that such worker will direct his/her efforts towards the source of any reward he/she receives. It was mentioned in these theoretical formulations that when an employee feels gratified in an exchange relationship with the organization, he/she logically develops a sense of satisfaction, which will eventually strengthens his/her work commitment. But when an effort puts into the work is reduced to the level of dissatisfaction from the exchange relationship with the organization the worker may seek for alternative elsewhere. There are many researchers on organizational behaviour who have discussed the motivational basics behind workers' behaviours and formation of work attitude. Such researchers include: (1) Etzioni (1996) and March and Simon (1958). Their theories suggest that workers will respond with turnover intention and follow by low level of commitment if they are unfairly rewarded by the organization in exchange for their efforts or inputs on the job. These two theories as discussed above readily come in handy in analyzing the influence that turnover intention may have on work commitment among journalists working with the ITV-Radio stations in Benin-City.

Methodology

Following the summation of Wilson (2008) that "survey method is apt and appropriate in studying human behavioural attitude in workplace" we went ahead to use the survey research method in collecting data for this present study in order to appropriate the subsequent findings that may arise out of it. A structured questionnaire which consisted of three sections was used. Section A consisted of the demographic variables such as: age, sex, job status etc., Section B consisted of independent variables which measured The Influence that Turnover Intention has on Work Commitment among Journalists in ITV Radio Benin City, while Section C consisted of dependents variables which measured Work Commitment among Journalists in ITV Radio Benin-City.

The questionnaire was designed to capture necessary input of data on the Influence of Turnover Attitude on Work Commitment among Journalists in ITV-Radio Station in Benin-City. Random Sampling technique was used for the survey. The results of the survey were presented using descriptive statistical data

analysis. This now serves as input to our choice software t-test and Two-way Anova software, which produced the outputs that constituted the results of this research study.

Data for this study were collected through primary and secondary sources. The primary data were collected through survey method in order to comply with the summation of Osuala (2005) who said that “using survey method for the collection of primary data provides actual witnesses to an incident in question”. The secondary data were gathered through books, journals, magazines, newspapers and the Internet. The research question has 26 questions in all. The questions were clear and unbiased. They were designed to capture the Influence of Turnover Attitude on Work Commitment among Journalists in ITV and Radio stations in Benin, as shown in Sections B and C of the questionnaire.

The primary measure of variation used in descriptive statistics is standard deviation, with values given in the original units of the data, i.e. percentage. One hundred (100) questionnaires were distributed, one hundred (100) feedbacks were retrieved and contents screened for validity. The questionnaires were administered personally with the help of ITV- Radio stations staff who assisted the researcher in Benin-City in the month of March, 2016. The population of this research work comprised of random staff assessment (operational level, middle management and senior management) of ITV-Radio stations in Benin-City. Because it was very difficult in reaching the entire stakeholders in the media sector in Edo State, we therefore focused only on journalists who are on the staff of Independent Television and Radio stations in Benin, Benin-City. The stations are key players in a privately owned media industry with high level of ICT penetration.

The target population of this survey consisted of one hundred (100) employees of ITV-Radio stations in Benin. We captured various department such as Production, Transportation, editorial, Human Resources, Engineering, Accounting, Anchor, Special effects, Camera, ICT. Sampling was utilized as it was unattainable to reach the entire staff population. The sampled population was made up of operational, middle and senior management levels with varying work experiences. The instrument used for data capturing was basically the questionnaire designed by the researcher. The questionnaire was structured to investigate the Influence of turn over attitude on work commitment among journalists in ITV and Radio, Benin.

The research instrument comprises of 3 (three) sections (A to C) namely: Section A: Demographic variables; Section B: Independent variables and Section C: Dependent variables. A complete Likert Scale questionnaire was designed to indicate the relevance of the items in each section to the research question. All necessary corrections were made based on criticisms from external fellows before the questionnaire was declared valid.

Data Analysis

The researchers analyzed both the demographic status of the respondents and the results of the hypotheses tested in the field. The demographic age of the respondents was investigated during the field investigation and the result is presented in table 1 below. **Table 1: Summary table showing the Age of respondents is presented below:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	42	42.0	42.4	42.4
	31-40	42	42.0	42.4	84.8
	41-50	10	10.0	10.1	94.9
	51 and above	5	5.0	5.1	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

The result showed that 100 respondents were supposed to be in the frequency, but 99 responded with 1 respondent missing in the system. 42 respondents are between the age 21-30 to score 42 percent and valid percent of 42.4 with cumulative of 42.4 percent. Then 42 respondents are between the age 31-40 to score 42 percent and valid percent of 42.4 with cumulative of 84.8 percent. 10 respondents are between the age 41-50 to score 10 percent and valid percent of 10.1 with cumulative of 94.9 percent. The respondent within the age bracket 51 and above score 5 percent and valid percent of 5.1 with overall cumulative of 100 percent. The overall result indicates that the valid percentage of respondents within the age range 21-30 and 31-40 (42.4%) is greater (>) than other ranges of age 10.1% and 5.1% in the frequency.

The demographic sex of the respondents was investigated by the researcher during the field investigation and the result of findings is presented in table 2 below **Table 2: Summary table showing the Sex of respondents is presented below:**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	30	30.0	30.0	30.0
Female	70	70.0	70.0	100.0
Total	100	100.0	100.0	

The result showed that there were 100 respondents in the frequency, 30 male respondents answered the questionnaires to score 30 percent and valid percent of 30 with cumulative of 30 percent while 70 female respondents answered the questionnaires to score 70 percent and valid percent of 70 with cumulative of 100 percent for the total number of respondents in the frequency. The overall result shows that the valid percentage of female respondents 70 percent is greater (>) than the 30 percent of male respondents.

The marital status of the respondents was investigated by the researcher and the result of findings is presented in table 3 below. **Table 3: Summary table showing the Marital Status of respondents is presented below:**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	43	43.0	43.4	43.4
Married	46	46.0	46.5	89.9
Widow	10	10.0	10.1	100.0
Total	99	99.0	100.0	
Missing System	1	1.0		
Total	100	100.0		

The result showed that 100 respondents are supposed to be in the frequency, but only 99 responded with 1 missing respondent in the system. 43 respondents are single with 43 percent and valid percent of 43.4 with the cumulative of 43.4 percent. 46 respondents are married with 46 percent and valid percent of 46 with cumulative of 89.9 percent. 10 respondents are widow/widower with percent of 10 and valid percent of 10.1 with cumulative of 100 percent. The overall result shows that the valid percentage of married respondents 46.5% is greater (>) than those of single 43.4% and widow/widower 10.1%.

The number of children that the respondents have was investigated by the researcher and the result of findings is presented in table 4 below. **Table 4: Summary table showing the Number of Children the respondents have is presented below**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid None	38	38.0	38.4	38.4
1-3	53	53.0	53.5	91.9
4-6	6	6.0	6.1	98.0
7 and above	2	2.0	2.0	100.0
Total	99	99.0	100.0	
Missing System	1	1.0		
Total	100	100.0		

The result showed that 100 respondents are supposed to be in the frequency, but only 99 responded to the questionnaires with 1 respondent missing in the system. 38 respondents have no children to score 38 percent and valid percent of 38.4 with the cumulative of 38.4 percent. 53 respondents have between 1-3 children with 53 percent and valid percent of 53.5 with the cumulative of 91.9 percent. 6 respondents have between 4-6 children with 6 percent and valid percent of 6.1 with the cumulative of 98 percent. 2 respondents have between 7 and above children with 2 percent and valid percent of 2 with the cumulative of 100 percent. The overall result indicates that respondents with children ranging between ages 1-3 have greater (>) responses of valid percent of 53.5 than other respondents in the frequency.

The type of education that the respondents have was investigated by the researcher and the result of findings is presented in table 4:5 below **Table 5: Summary table showing the type of Education the respondents have is presented below:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WASC/SSCE	13	13.0	13.7	13.7
	ND/NCE	15	15.0	15.8	29.5
	HND/BSc/BA/BED	52	52.0	54.7	84.2
	Higher degree	15	15.0	15.8	100.0
	Total	95	95.0	100.0	
Missing	System	5	5.0		
Total		100	100.0		

The result showed that 100 respondents are supposed to be in the frequency, but only 95 responded to the questionnaires with 5 respondents missing in the system. It shows that 13 respondents have WASC/SSCE with 13 percent and valid percent of 13.7 with the cumulative of 13.7 percent. Only 15 respondents possessed ND/NCE certificates to have 15 percent and 15.8 valid percent and cumulative of 29.5 percent. It is also evident that 52 respondents possessed HND/BSc/BA/BED certificates to have 52 percent and valid percent of 54.7 with the cumulative of 84.2 percent. Only 15 respondents have higher degrees to score 15 percent and valid percent of 15.8 with the cumulative of 100 percent. The overall result indicates that 52 respondents with HND/BSc/BA/BED scored greater (>) valid percentage of 54.7% while other respondents scored lesser (<) percentage.

The job status of the respondents was investigated by the researcher during the field investigation and the result of findings is presented on table 6 below. **Table 6: Summary table showing the Job Status of the respondents is presented below:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	GL 03-08	23	23.0	26.4	26.4
	GL 09-16	22	22.0	25.3	51.7
	None	42	42.0	48.3	100.0
	Total	87	87.0	100.0	
Missing	System	13	13.0		
Total		100	100.0		

The result showed that 100 respondents are supposed to be in the frequency, but only 87 responded to the questionnaires with 13 respondents missing in the system. The result also shows that 23 respondents are within the grade level 03-08 to have 23 percent and valid percent of 26.4 with the cumulative of 26.4 percent. It also shows that 22 respondents are within the salary scale of 09-16 to score 22 percent and valid percent of 25.3 with the cumulative of 51.7 percent. It finally shows that 42 respondents are not placed on any grade level score 42 percent and valid percent of 48.3 with the cumulative of 100 percent. The overall result shows that respondents without grade level scored greater (>) percentage while others that are placed on grade levels 03-16 have lesser (<) percentage.

Four hypotheses were tested in this study and the results have been presented below. The first hypothesis which stated that journalists' attitude towards leaving the organization is directly affecting their work commitment was tested using 2-way analysis of variance. The result is presented in table 7 below

Table 7: Journalists' Attitude towards leaving the organization is directly affecting their work commitment

		Mean	Std. Deviation	Std. Error	95% Interval Lower Bound	Conf. Mean Upper Bound	Maximum	Minimum
Strongly agree	61	3.97	1.712	.219	3.53	4.41	1	5
Agree	1	2.00					2	2
Undecided	3	2.33	2.309	1.333	3.40	8.07	1	5
Disagree	12	1.67	.888	.256	1.10	2.23		3
Strongly Disagree	8	1.63	1.408	.498	.45	2.80	1	5
Total	85	3.34	1.874	.203	2.94	3.75	1	5

	Sum of Squares	df	Mean Square	F	Sig.
Between Group	85.963	4	21.491	8.221	.000
Within Group	209.143	80	2.614		
Total	295.106	84			

The result from the table above indicated that there is a significant influence in journalist attitude toward leaving the organization and their commitment to work. Between group is 85.963; within group is 209.148 to give the result $F(4, 80) = 8.221$ and a less significant level that is < 0.05 . The mean score shows the level of agreement of respondents as follow: strongly agree ($x=3.97$); agree ($x=2.00$); undecided ($x=2.33$); disagree ($x=1.67$); strongly disagree ($x=1.63$). The hypothesis tested is therefore accepted since the significant level is < 0.05

The second hypothesis which stated that journalists' level of work commitment is directly related to their attitude towards continuous staying with ITV-Radio was tested using 2-way analysis of variance. The result is presented in table 8 below

Table 8 : The Journalists' level of work commitment is directly related to their attitude towards continuous staying with ITV/RADIO

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
strongly agree	40	3.15	1.594	.252	2.64	3.66	1	5
Agree	46	1.00	.000	.000	1.00	1.00	1	1
Undecided	7	1.86	1.069	.404	.87	2.85	1	3
Disagree	3	4.00	.000	.000	4.00	4.00	4	4
Total	96	2.05	1.510	.154	1.75	2.36	1	5

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Group	110.782	3	36.927	32.063	.000
Within Group	105.957	92	1.152		
Total	216.740	95			

The result indicated that the level at which work commitment is related to attitude towards continuous staying with ITV/Radio is significant. Between group we have 110.782 and within group we have 105.959 to give $F(3,92) = 32.927$ with less significant level of $< .05$. The mean score shows the level agreement of respondents as follow: strongly agree ($x=3.15$); agree ($x=1.00$); undecided ($x=1.86$); disagree ($x=4.00$). The hypothesis tested is accepted since the less significant level is $< .05$.

The third hypothesis which stated that there is no relationship between journalists with positive and negative turnover attitude was tested using 2-way analysis of variance. The result is presented in table 9 below

Table 9 : There is no relationship between journalists with positive and negative turnover attitude

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		

strongly agree	62	2.13	.689	.088	1.95	2.30	1	4
Agree	3	1.00	.000	.000	1.00	1.00	1	1
Undecided	3	2.33	.577	.333	.90	3.77	2	3
Disagree	20	2.35	1.387	.310	1.70	3.00	1	4
strongly disagree	8	1.38	1.061	.375	.49	2.26	1	4
Total	96	2.08	.937	.096	1.89	2.27	1	4

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.274	4	2.318	2.849	.028
Within Groups	74.059	91	.814		
Total	83.333	95			

The result indicated that the relationship between journalists with positive and negative turnover attitude is significant. Between group we have 9.274 and within group we have 74.059 to give $F(4, 91) = 2.849$ with less significant level of $< .05$. The mean score shows the level of agreement of respondents as follow: strongly agree ($x=2.13$); agree ($x=1.00$); undecided ($x=2.33$), disagree ($x=2.35$), strongly disagree ($x=1.38$). The hypothesis tested is accepted since the less significant level is $< .05$.

The fourth hypothesis which stated that journalists with high job status in ITV-Radio will have high level of commitment to the management was tested using 2-way analysis of variance. The result is presented in table 10 below.

Table 10: Journalists with high job status in ITV-Radio will have high level of commitment to the management.

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
GL 03-08	23	1.48	1.123	.234	.99	1.96	1	5
GL 09-16	22	2.27	1.667	.355	1.53	3.01	1	5
None	39	1.95	1.413	.226	1.49	2.41	1	5
Total	84	1.90	1.428	.156	1.59	2.21	1	5

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Group	7.238	2	3.619	1.809	.170
Within Group	162.000	81	2.000		
Total	169.238	83			

The result from the table indicated that there is no significant influence of Job status on level of commitment to management. Between group we have 7.238; within group we have 162.00 to give $F(2,81) = 1.809$ with greater significant level of $> .05$. The mean score shows the level of agreement of the respondents as follow: GL 03-08 ($x=1.48$), GL 09-16 ($x=2.27$), none ($x=1.95$). The hypothesis tested is rejected since the significant level is greater with $> .05$.

Summary of Findings

The overall finding of this study has shown that myriads of personal qualities identified as significant factors in the works that have been done by various scholars on organizational behaviour that were seen as influencing work commitment are not in any way applicable to the job behaviour of journalists on the staff of ITV/Radio in Benin-City. More so, it is revealed that the journalists' demographic attributes of gender, age, job

status and job experience or tenure are not indicators of work commitment. The overall findings of the study are not indicating the fact that male journalists are more committed to their work than their female counterparts. The plausible explanation for this finding can be inferred from the past in which there was no re-orientation towards work by female workers just as their male counterparts. This postulation is in line with that of Rosenberg (1989) who reiterated that gender influences individuals' comprehension and reaction to their immediate milieu from which theoretical angles on the extent to which men and women can perform on a given job is no longer a general rule. This is highly indicative in our finding that male journalists are not more committed to their duty than the female journalists.

The study revealed that there are similar levels of motivation for work between male and female journalists probably because the females are not encountering job barriers that have been making males to be more committed than them in some other organizations. Such conquering of the job hindrance could be as a result of the skills and abilities they have acquired that are now earning them similar treatment from the management of ITV-Radio, Benin-City. Although the response of the younger journalists is greater than that of the older ones, despite this there are no indications that younger journalists are more committed to their jobs than the older ones. This present finding contradicts Payne's (1998) finding that states that the older a person the more his work is taken as personal with high level of commitment. There is that probability that Payne (ibid) opined that younger workers mostly view their job a short time affairs that deserve little commitment as they can disengage when better alternative comes.

The study also revealed the fact that high ranking journalists are not more committed to their job than the junior level journalists. This indicated that irrespective of level on the job, all the journalists in the organization are well motivated to be committed to their work activities. This finding is in line with that of Bruvold (1970) who noticed in his study that commitment is the same across the levels of workers. Finally, the study revealed that journalists with positive attitude towards intention to stay with the media organization are not more committed to work than those with negative attitude toward intention to stay. This finding is not consistent with that of Brandy (2001) that stated that intention to stay is associated with organizational commitment and Porter et al (1974), which stated that individuals who are committed to an organization are less likely to leave their job than those who are committed.

III. CONCLUSION

This present study on the influence of turnover intention on work commitment among journalists that are working with ITV-Radio in Benin-City has greatly generated significant data on the factors that can contribute to loyalty and disloyalty of the workers in this media house. Noticeably, with our present findings the management of ITV-Radio in Benin will have a specific starting point in the event of intentional efforts to enhance its staff welfare and job commitment. The present findings will have significant implications for the ITV-Radio management in job designing and job description in order to increase the motivational elements that can decrease turnover attitudes and for its staff members to always have discernible sense of high level of work commitment. Finally, the study has shown the uniqueness of work commitment among journalists in ITV-Radio in Benin as not a mere role of demographic characteristics, but as an attitudinal reaction contingent on some organizational factors contrary to early findings that are relating to how things were done in other workplaces that combined demographics and turnover attitudes as influencing work commitment.

RECOMMENDATIONS

It is hereby recommended that the past lassies-fair attitudes of management of ITV-Radio and the negative actions toward journalists welfare, if there is any, need to be changed in order to attract positive attitudes of staff toward this media organization. Actions that are supportive of staff welfare and personal interest should be included more into the management of the media house. If the management is seen by the staff as supportive and helpful the high rate of turnover will subside and staff will become more committed to their job. In short, there should be supportive management that cares for the general wellbeing of the staff in this media organization. If this is in place, those staff members that are planning to leave the job will change their intention to leave and get more committed to their job. Then, pre and early job socialization procedures, job enrichment strategies, task identity and feedback, operation of norms of reciprocity between staff and organization, and maintenance of reward expectancies that have been suggested by Morrow (1983) could be adopted by the ITV-Radio management. All the aforementioned factors have been considered appropriate, effective and adequate in management style to increase workers' commitment by Katzell and Thompson (1990). Equally Guzzo (1988) has averred that interventions of this type of management are highly effective and productive when they are used in increasing the level of output of organizational relevant behaviours.

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Dr. Ayo Elebute" Influence of Turnover Intention on Work Commitment among Journalists in ITV/RADIO Stations in Benin-City, Edo State Nigeria" *International Journal of Humanities and Social Science Invention (IJHSSI)*, vol. 08, no. 8, 2019, pp.57-66