Demographical and Psychological Factors as Correlates of Organisational and Career Commitment among Prison Officers in Southwest, Nigeria

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Abstract
In this study, we investigate whether demographical and certain psychological factors could serve as correlates of organisational and career commitment among prison officers in Southwest, Nigeria. Specifically, we investigate the claim that gender, age, educational qualification, job experience, job satisfaction, emotional intelligence, motivation and job stress are the real correlates of organisational and career commitment, especially among prison officers in Southwest, Nigeria. The significance of the study is to enable all stakeholders to know the real predictors of career and organisational commitments so as to improve the productivity of the prison officers in order to enhance the current efforts towards prison reforms in Nigeria. The investigation was carried out on a sample of 300 prison officers randomly selected from the six states in Southwest, Nigeria, 50 from each state. The results indicate that gender, qualification and emotional intelligence have negative correlations with organisational commitment, while age, job experience, job satisfaction, motivation and job stress are confirmed to be significant correlates of organisational commitment. There was no significant combined effect of the independent variables on organisational commitment. Also, job satisfaction, emotional intelligence, motivation, job stress and gender are potent correlates of career commitment among the prison officers. However, age and experience have negative correlations with career commitment. Attention of the government and Nigeria Prison Management was drawn to these findings for proper implementation.

Keywords: demographical factors, psychological factors, organisational commitment, career commitment, prison officers, south-west

INTRODUCTION
The need to evaluate the commitment of correctional officers in their careers and organizations has become of great importance considering the strategic roles they play in the reforming and rehabilitation of inmates. Prison has been one of the most resourceful centres for rehabilitation and reformation of individuals with antisocial behaviour in the society. Prison is a place delimited and declared as such by the law of the nation and created to ensure restraint and custody of individuals, accused or convicted of violating the criminal law of the Federal Government of Nigeria. The staff are not only the largest single expenditure for correctional organizations, they are also the life force of any correctional facility. It is the myriad of task and responsibilities required of modern correctional institutions that make the staff of the establishment critical to the success or failure of the goals and objectives of correctional facilities.

Prisons are institutions meant for long term incarceration of offenders; and hence, they are very important in the criminal justice system. It also complements other roles played by the police, other armed forces, judiciary and the legislature who work in concert; in fact, it is the receptacle for other arms of criminal justice system. A prison can be defined as a place where offenders are kept for punishment for crimes committed, and also a place where suspects are kept while awaiting trial (Animasahun, 2002).

In Nigeria, different communities had their own legitimate methods of dealing with people with deviant behaviour. The Ogboni rose among the Yorubas, the Eweda among the Edos, served as prison. In the northern parts of the country, the Fulanis had similar institutions while among the Tivs and Igbos, there were indications of functional equivalents of prisons. When the British government assumed responsibilities for the administration of Lagos in 1861, the evolution of organised prison system began as one of the earliest terms of administration of justice. However, in 1920, the police ceased to be in charge of prison administration in the south. In the north, the pattern was entirely different, native authorities operated prisons on local levels usually under the day to day supervision of the chief warden or "Yari" (in hausa) and under the administrative control of the district officers or provincial secretaries. In the south, where prisons were modelled along the British standard, three categories of prisons were established:
1) Convict prison for those who are sentenced to more than two (2) years imprisonment
2) Provincial Prison for offenders serving less than two (2) years
3) Divisional prisons to hold short term prisoners serving less than six (6) months

PREVIOUS RESEARCH
Career commitment is described as the attitude of individuals toward their career. It has been recognized as a form of work commitment that individuals have on a career field. Career commitment, compared to organizational commitment, is more focused on the individual and their career path. Whereas organizational commitment is associated with an employee’s desire to stay with an organization or their feeling of strong bond with a particular profession, such as teacher or accountant (Allen & Meyer, 1996). According to (Albert, 1998), career commitment described such diverse phenomena as, the willingness of social actors to give their energy and loyalty to social system. However, Step (2000), regarded it as an awareness of the impossibility to choosing a different social identity or not rejecting a particular expectation under forces or penalties. According to Akintayo (2010), commitment is the binding of an individual to behavioural acts which include: identification, involvement and loyalty. He saw commitment as a partisan satisfaction of the individual. In his view, when an individual genuinely identifies himself with a group, leader and subordinates, he is in effect saying that the goals and values associated with that cause have become his own. Self-consciously, he directs his efforts towards those goals and gains that give intrinsic satisfaction through self-achievement (Akintayo, 2010).

Organizational commitment is a global concept, it’s much more than just a bond to the job or a group work, it is a commitment to the whole employing organization. Organisational Commitment, according to Bagrain (2001) is the degree of an individual’s relation and experiences as a sense of loyalty towards ones’ organisation. Further, it refers to the extent to which an employee develop an attachment and feels a sense of allegiance to his or her employer. Allen and Meyer (1996) have defined organizational commitment as a psychological link between an employee and his or her organization that makes it less likely that employee will voluntarily leave the organization. Organisational commitment is related to job satisfaction in that both deal with the nature of workers’ emotional reactions to work; however, commitment can be applied to the entire organization, whereas satisfaction is applied to the specific job an employee has. According to Camilleri (2002), organizational commitment is viewed as more stable than satisfaction. Within this theory, the concept that are applied to commitment to an organization are the work ethics of individual and the intensity of participation by the individual. This concept can determine the level of commitment to an organization. However, the application of these concepts can be directed by several variables such as age, culture, emotions, personality traits, desires, and individual differences among other factors. Organisational commitment has been defined more pragmatically by Porter et al (1974), who holds that it consists of (a) a willingness of employees to exert high levels of effort on behalf of the organization (b) a strong desire to remain in the organization and (c) an acceptance of the organization’s major goals and values. Ford, Weissbein and Plamondon (2003), defined organizational commitment as a feeling towards organization and its values.

Affective commitment basically refers to one’s feelings of loyalty to a company or organization because he or she believes in the organization. This is the most common type studied and refers to an employee’s emotional attachment to and identification with the organization (Lumly, 2011; Meyer, Stanley, Herscovitch & Topolnytsky, 2002). Due to this loyalty, one is fully willing to accept the company’s goal and values as his or her employer.

Continuance commitment – refers to an employee’s feeling that he/she has to stay with the company because the cost of leaving is too great, this is manifested by an individual who maintains commitment to the organization because he/she is unable to match salary and/or benefit with another employer. For example, in today’s turbulent economy, it is likely to see an increase in the amount of employees who have a continuance commitment to the organization as it is not only hard to find a job to match salary and/or benefits of another, but it is hard to find a job at all (Meyer et-al, 2002).

Normative Commitment refers to employee that feels that he/she owes it to the employer to stay out of a perceived obligation. These feelings of obligation may come because the employer took a chance on the employee when nobody would. In turn, the employees feel indebted to the employer. Therefore it would be difficult to leave. (Meyer et-al, 2002; Lumly, 2011).

Motivation is a basic psychological process which refers to getting something moving, setting conditions that starts or stops behaviour. Motivating is the management process of influencing behaviour based on the knowledge of what make people tick (Adeyinka, Tella, Ayeni & Popoola, 2007). Maslow proposed a two-factor theory of motivation. He argued that there were certain factors that a business could introduce that would directly motivate employees to work harder (motivators). However, there are also factors that would de-motivate an employee if not present but would not in themselves actually motivate employees to work harder (hygiene factors). Motivators are more concerned with the actual job itself.
Job satisfaction is a collection of numerous attitudes of individuals towards various aspects of job which represents a general attitude (Rothman & Coetzer, 2002). Job satisfaction is also defined as a pleasurable or positive emotional state resulting from the appraisal of one’s job or experiences. Job satisfaction appears to be another strong contending factor of career and organizational commitment. This is such that individuals who lack job satisfaction are very likely to look for other means to achieve their personal goals and aspirations thereby becoming lethargic in the places of work. According to Rothman and Coetzer, 2002; Lumly, 2011, for performance to be optimal, an employee’s full potential is needed at all levels in organisations; this emphasizes the importance of employee job satisfaction.

Job stress is a growing problem that results in a substantial cost to individual employees and work organizations around the globe (Akinboye, Akinboye & Adeyemo, 2002). There are many definitions of stress. Stress is defined as a self-perceived negative or unpleasant impact (Armstrong & Griffin, 2004). Stress has also been conceptualized as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources and needs of the worker (Brough & Williams, 2007). However, a cognitive definition focuses more on the perceptions of an individual. Stress, here, is defined as when the perceived pressure exceeds ones perceived ability to cope (Animasahun, 2011). Stress is defined as the experienced discrepancy between the demand of the environment and capacities of the individual (Brough & Williams, 2007; Animasahun, 2011), whereby job stressor factors are divided into three main sections: (1) job factors, (2) individual factors, and (3) organizational factors (Animasahun, 2011).

Emotional intelligence is the ability to perceive, access, and generate emotions so as to assist thought, to understand emotions, and to regulate emotions so as to promote better emotion and thought (Akinboye, 2003; Ciaramelli, Chan & Bajgan, 2001; Mayer, Salovey & Caruso, 2004). Explained further, it is the ability to perceive and express emotions, assimilate emotion in thought, understand and reason with emotion in self and others. Emotional intelligence is the capacity for recognizing one’s own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships (Goleman, 1995; 1998; Armstrong, 2003; and Griffin, 2004), while Mayer, Salovey and Caruso (2004) see emotional intelligence as a type of social intelligence that involves the ability to monitor one’s own and others’ emotions, to discriminate among them and to use the information to guide one’s thinking and actions. Another prominent researcher of the emotional intelligence construct is Reuven Bar-On, the originator of the term "emotional quotient". Bar-on(1997) defines emotional intelligence as being concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings to be more successful in dealing with environmental demands. Animasahun (2010) concluded that emotional intelligence has its root in the concept of social intelligence, which was first pronounced by Thorndike in 1920.

Organisational and career commitments are global challenges, because they are not limited to a particular race or gender, it has powerful effect on both the employee and the employing organisation. High level of commitment also has been linked to positive employee outcomes, such as extra work effort. In a country like Nigeria, not only has career commitment been an issue of concern among public servants, organizational commitment also seems to be a misplaced priority as public servants hardly devote adequate time and resources to pursuing the goals of their organizations in the public service. While a lot of workers cannot speak much about their careers, others can hardly boast of their organizations and many cannot define their roles in the public service.

Most of the Prisons in Nigeria are in deteriorated situations as inmates are presently experiencing the problem of congestion and shortage of facilities like sleeping mattresses, poor lighting system and inadequate ventilation which intensify them to be violent against the officers. Most of the buildings are leaking and the sewage disposal units are bad resulting into a terrible stench. The premeditated role of the Nigerian Prison Service in stimulating effective security in our society and enhancing good governance has created the need for absolute commitment and devotion to the Nigeria Prison Service and there are various factors that are responsible for the effectiveness of this organisation.

In view of this, the study intends to examine the demographical profiles and psychological factors like age, gender, educational status, experience, job stress, emotional intelligence, motivation and job satisfaction as correlates of career and organizational commitment among Prison officers in Southwest Nigeria. Specifically, this study is intended to investigate (a) the demographical profiles (age, gender, qualification and length of service) and psychological factors (motivation, job satisfaction, job stress and emotional intelligence) as correlates of organizational and career commitment among prison workers in southwest Nigeria (b) to understand what relationship exists among the eight independent variables and the dependent variable (c) to fully examine the eight independent variables and their influence on career and organisational commitment among Prison officers in southwest Nigeria.
The importance and significance of this study is that it would enable the Nigerian Prison Officers to assess their psychological makeup and how it affects their career and organizational commitment. It will also enable them to know and understand various factors responsible for their behavioural dispositions, which will enable them to make proper and necessary adjustments. The study would enable all stakeholders to know the areas to work on so as to make the officers more committed to their job to enhance prison reforms in Nigeria.

RESEARCH QUESTIONS
1. Would there be a significant relationship among the independent variables (Age, Gender, Experience, Qualification, Job stress, Emotional intelligence, Motivation and Job Satisfaction) and Organisational commitment?
2. What is the composite contribution of the independent variables (Age, Gender, Experience, Qualification, Job stress, Emotional intelligence, Motivation and Job Satisfaction) to Organisational commitment?
3. What are the relative contributions of each of the independent variables to organisational commitment?
4. Would there be a significant relationship among the independent variables (Age, Gender, Experience, Qualification, Job stress, Emotional intelligence, Motivation and Job Satisfaction) and Career commitment?
5. What is the composite contribution of the independent variables (Age, Gender, Experience, Qualification, Job stress, Emotional intelligence, Motivation and Job Satisfaction) to Career commitment?
6. What are the relative contributions of each of the independent variables to career commitment?

RESEARCH METHOD
This study adopted a descriptive survey design, using the ex-post–facto type. The population of this study is the prison officers in the southwest Nigeria. The sample used consists of the Nigerian Prisons Officers (NPO) randomly selected from six states (Ogun, Oyo, Osun, Ekiti, Lagos and Ondo states), on the basis of availability, convenience and simple random sampling technique. 50 officers were randomly selected from each of the six states, making a total of 300 prison officers that spread among the officers within the headquarters, prison yard, borstal home and farm centres in each states.

Testing for Answers to the Research Questions
The researchers personally went round the six selected states and administered the research questionnaire on 300 prison officers. Letter of introduction to each state controller were dropped at each state headquarters, the state controller noted on the letter for effectiveness and letter of introduction was given to prison yard, borstal home, farm centres in each states. The questionnaires were dropped with the social welfare department and were collected by the researcher after four days minimum varying from state to state. Maximum return was ensured, it took about three weeks to administer the instruments due to the fact that the states were far from each other and the location within each state were distance to each other. The researchers were able to retrieve the whole three hundred questionnaires.

Testing the Kind of Relationship that Exist Between the Independent Variables and Organisational Commitment
The findings from research question 1 indicates that gender, qualification and emotional intelligence have negative correlations with organisational commitment of the officers, while age, experience, job satisfaction, motivation and job stress have significant positive correlations with organisational commitment of the officers.

Testing for the Joint Contribution of the Independent Variables to the Prediction of Organisational Commitment
The findings from research Question 2, reveals that there is no significant combined effect of the variables; job satisfaction, job stress, motivation and emotional intelligence, age, gender, experience and educational qualification on organisational commitment. This suggests that the eight variables combined accounted for only 4% variance of organisational commitment. The ANOVA results from the regression analysis shows that there was no significant effect of the independent variables on the dependent variable with an F (8,291) =1.585 p > 0.05. The implication of this would be that when put together, these variables jointly cannot impact or predict organisational commitment.

Testing for the Relative Contributions of the Independent Variables to the Prediction of Organisational Commitment
Findings from research question 3 shows that none of the variables are potent correlates of organisational commitment. These findings oppose the position of Adeyemo (2000), Camilleri (2002) and Carmelli (2003), that emotional intelligence is positively correlated with organizational commitment. Workers with high level of emotional intelligence are found to be more committed to their various organizations than those with low emotional intelligence. The findings of this study on the correlation between age and organisational commitment contradict the findings of Cohen (1993) which holds that age affects or predicts organizational commitment. The findings in this study disagree with the findings of Ajaja (2004), who put forth that there exists a positive correlation between gender and organizational commitment. The fact that no correlation was found between years of experience and organizational
commitment contradicts previous findings by Meyer and Allen (1997), which states that as an individual’s length of service with a particular organization increases, he or she may develop an emotional attachment with the organization that makes it difficult to shift jobs and that uncommitted employees leave an organization. However, it approves with Popoola, Tella and Ayeni (2007), who found that no relationship exists between organizational commitment of library personnel and the years of experience. The finding of this study on educational qualification and organizational commitment contradicts those of Chughtai and Zafar (2006), Steers et-al (1982). Also, the study opposed to the views and findings of Adeyemo (2000), Dornstein and Matalon (1998) that demographic factors have a very significant grip on organizational commitment. Therefore organizational commitment could be influenced without these variables. The study is at variance with the notion that job satisfaction is a determinant of organizational commitment (Meyer et-al, 1993) and that job satisfaction and organizational commitment are reciprocally related.

**Testing for Relationships between the Independent Variables and Career Commitment**

The findings from Research Question 4 reveals that there was significant relationship between job satisfaction, emotional intelligence, motivation, job stress, and gender with career commitment, while qualification, age and experience have negative correlation with career commitment. This corroborates the earlier findings that increased satisfaction leads to increased commitment and increased commitment leads to increased satisfaction (Steers et-al, 1982; Reichers, 1985). Prior studies earlier carried out on job satisfaction and organizational commitment which all negate the current findings include; Mowday, Steers and Porters (1979), Randal, Fendor and Longenecker (1990), Rothman and Coetzer (2002), and Sarri and Judge (2004).

**Testing for the Combined Contribution of the Independent Variables on Career Commitment**

The findings from research question 5, shows that there is no significant combined contribution of the independent variables (age, gender, qualification, experience, job stress, emotional intelligence, job satisfaction, motivation,) to career commitment. This disagrees with the findings of Mathieu and Zajac (1990) who had included educational qualification as an important factor in career commitment. On gender it disagrees with Ajaja (2004) who had noted that men (males) are found to be more committed to their career than women who share their level of commitment with family roles and as a result have lower level of commitment. Blau(1985) had posited a correlation between career commitment and age which is not in line with the findings of this study. In a similar vein, working experience has always been viewed as predictive of career commitment which disagrees with the study of this finding. Working experience is often used as standard criteria for recruitment purposes with the view that those with more years of experience in a given field are more likely to be committed and perform better. An explanation for these findings may be that the prison officers who participated have an average of below ten years in the service, and seem to have taken the job as a result of unemployment in their area of specialisation or core competence. They rather see the job as a source of livelihood rather than a career path.

**Testing for the Relative Contributions of the Independent Variables to Career Commitment**

Findings from research Question 6, reveals that five (job satisfaction, emotional intelligence, motivation, job stress and gender) out of eight variables, are potent correlates of career commitment. While age was not a potent factor, qualification and experience have no relative contributions to career commitment. The findings from the study that experience (years of experience) is not related to career commitment is at variance with the findings of Meyer and Allen (1997) which states that job experience early in ones’ life leads to the development of career commitment.

**SCOPE OF THE RESEARCH**

In this research, we investigate the extent to which gender, age, qualification, experience (demographical variables) as well as job satisfaction, emotional intelligence, motivation and job stress (psychological variables) could serve as factors predicting organisational and career commitment among prison officers in Southwest, Nigeria. The Prison officers in all the six states of the South western Nigeria, namely: Lagos, Oyo, Ogun, Osun, Ondo and Ekiti states were covered. These include all officers serving in various departments within the prison yards, borstal homes, farm centres and the headquarters.

**Sample**

The sample used consists of the Nigerian Prisons Officers (NPO) randomly selected from six states (Ogun, Oyo, Osun, Ekiti, Lagos and Ondo states), on the basis of availability, convenience and simple random sampling technique. 50 officers were randomly selected from each of the six states, making a total of 300 prison officers that spread among the officers within the headquarters, prison yard, borstal home and farm centres in each states. The participants are 157 males and 143 females.

**Source of Data**

Six reliable and valid instruments were utilized to collect data from the respondents in the study. They
were all packaged as a questionnaire. The questionnaire has two sections. Section A, which required information on the personal data of the respondents and Section B which has six sub-sections meant to measure the job satisfaction, emotional intelligence, career commitment, organizational commitment, motivation and job stress of the participants.

**Job Satisfaction Scale**
Job satisfaction scale is a 18 item instrument originally developed by Brayfield-Rothe(1951), as cited and used by Famodun(2009). This scale was used to measure the degree of the respondent’s job satisfaction. The test is of 5 point likert scale. The respondents responded to the items using strongly agree, agree undecided, disagree and strongly disagree. The reliability coefficient is .90

**Emotional Intelligence Scale**
Emotional intelligence scale is a 33 item instrument adopted from Schuttle et-al (1998). This scale was used to measure the degree of the respondent’s emotional intelligence. The test is of 5 point likert scale. The respondents responded to the items using strongly agree, agree undecided, disagree and strongly disagree. The reliability coefficient is .80

**Career Commitment Scale**
Career Commitment scale is a 7 item instrument developed by Blaus (1989). This scale was used to measure the degree of the respondent’s commitment to his/her career. The test is of 5 point likert scale. The respondents responded to the items using strongly agree, agree undecided, disagree and strongly disagree. The reliability coefficient is .80

**Organizational Commitment Scale**
Organizational commitment scale is a 26 item instrument developed by Meyer and Allen (1997). This scale was used to measure the degree of the respondent’s commitment to his/her organization. The test is of 5 point likert scale. The respondents responded to the items using strongly agree, agree undecided, disagree and strongly disagree. The reliability coefficient is .87

**Motivation Scale**
Motivation scale is a 28 item instrument developed by Hammed (2002). This scale was used to measure the degree of the respondents’ work motivation. The test is of 5 point likert scale. The respondents responded to the items using strongly agree, agree undecided, disagree and strongly disagree. The reliability coefficient is .89

**Job Stress Scale**
Job Stress scale is a 37 item instrument developed by Cooper (1988). This scale was used to measure the degree of the respondent’s job stress. The test is of 6 point likert scale. The respondents responded to the items using 0 and 1 (No Stress at All), 2 and 3 (Stress), 4 and 5 (A great deal of stress) and its reliability coefficient is .69.

**THE RESULTS OF RESEARCH QUESTIONS**
In this section, we present the results of the analysis of the collected data based on the six research questions raised.

**Result of Research Question 1.**
Would there be a significant relationship among the independent variables (Age, Gender, Experience, Qualification, Job stress, Emotional intelligence, Motivation and Job Satisfaction) and Organisational commitment? The answer is presented in table 1.

<table>
<thead>
<tr>
<th></th>
<th>Organisational commitment</th>
<th>Gender</th>
<th>Age</th>
<th>Qualification</th>
<th>Experience</th>
<th>Job Satisfaction</th>
<th>Emotional Intelligence</th>
<th>Motivation</th>
<th>Job Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational commitment</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>-.026</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>.049</td>
<td>-.078</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qualification</td>
<td>-.043</td>
<td>-.099</td>
<td>.188</td>
<td></td>
<td>.100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experience</td>
<td>.010</td>
<td>-.092</td>
<td>.683</td>
<td>.267</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>.096</td>
<td>-.014</td>
<td>-.064</td>
<td>.131</td>
<td>-.058</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>-.020</td>
<td>-.066</td>
<td>-.009</td>
<td>.125</td>
<td>.006</td>
<td>.196</td>
<td>1.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>.059</td>
<td>-.009</td>
<td>.040</td>
<td>-.003</td>
<td>.042</td>
<td>.099</td>
<td>.096</td>
<td>.096</td>
<td>1.00</td>
</tr>
<tr>
<td>Job stress</td>
<td>.034</td>
<td>-.023</td>
<td>.056</td>
<td>.016</td>
<td>.005</td>
<td>.089</td>
<td>.073</td>
<td>-.275</td>
<td>1.00</td>
</tr>
<tr>
<td>Mean</td>
<td>76.8933</td>
<td>1.5100</td>
<td>2.163</td>
<td>2.3800</td>
<td>1.3900</td>
<td>47.1367</td>
<td>133.8400</td>
<td>60.5633</td>
<td>29.2567</td>
</tr>
</tbody>
</table>

In the table above, Gender, Qualification and Emotional intelligence have negative correlations with organisational commitment while age, years of experience, job satisfaction, motivation and job stress are positively correlated with organisational commitment. The table above depicts the relationship of each independent variable with the dependent variable Job Satisfaction (r= .096, P<0.05) Motivation(r= .059, P< 0.05) Age(r = .049, P< 0.05) Job Stress(r=.034, P>.034) Experience(r= .010,
P<0.05), Emotional Intelligence (r = -0.20, P>0.05), Gender(r = -0.26, P>0.05), Qualification (r= -0.43, P>0.05),

Result of Research Question 2:
What is the composite contribution of the independent variables to organisational commitment? The answer is presented in table 2.  
Table 2: Summary of regression on combined influence of independent variables on organisational commitment

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of square</th>
<th>DF</th>
<th>Mean square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>856.596</td>
<td>8</td>
<td>104.574</td>
<td>.854</td>
<td>556</td>
</tr>
<tr>
<td>Residual</td>
<td>3562.991</td>
<td>291</td>
<td>122.412</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>36458.587</td>
<td>299</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 2 above shows that there is no significant combined contribution of the independent variables (age, gender, qualification, experience, job stress, emotional intelligence, job satisfaction, motivation,) to the prediction of organisational commitment. The result yielded a coefficient of multiple regression R of 0.151 and multiple R-square = .023, and adjusted R square of 0.004 which translates to 4% of the variance. The ANOVA result from the regression analysis shows that there was no significant effect of the independent variables on the dependent variable, F (8,291) = .854, not significant. 

Table 4: Correlation Matrix showing relationship between the eight independent variables (gender, age, qualification, experience, job stress, emotional intelligence, motivation and job satisfaction) and career commitment

<table>
<thead>
<tr>
<th></th>
<th>Career commitment</th>
<th>Job Satisfaction</th>
<th>Emotional intelligence</th>
<th>Motivation</th>
<th>Job stress</th>
<th>Gender</th>
<th>Age</th>
<th>Qualification</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>satisfaction</td>
<td>.098</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional</td>
<td>.134</td>
<td>.196</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>intelligence</td>
<td>.041</td>
<td>.099</td>
<td>.096</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>.080</td>
<td>.089</td>
<td>.073</td>
<td>.275</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>.081</td>
<td>-.014</td>
<td>-.066</td>
<td>-.009</td>
<td>-.023</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>-.022</td>
<td>-.064</td>
<td>-.009</td>
<td>.040</td>
<td>.056</td>
<td>-.078</td>
<td>1.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qualification</td>
<td>-.044</td>
<td>.131</td>
<td>.125</td>
<td>-.003</td>
<td>.016</td>
<td>-.099</td>
<td>.188</td>
<td></td>
<td>1.00</td>
</tr>
<tr>
<td>Experience</td>
<td>.041</td>
<td>-.058</td>
<td>-.006</td>
<td>.042</td>
<td>.005</td>
<td>-.092</td>
<td>.683</td>
<td>.267</td>
<td>1.00</td>
</tr>
<tr>
<td>Mean</td>
<td>21.8400</td>
<td>47.1367</td>
<td>133.8400</td>
<td>60.5633</td>
<td>29.2567</td>
<td>1.5100</td>
<td>2.163</td>
<td>2.3800</td>
<td>1.3900</td>
</tr>
</tbody>
</table>

In the table above, there was significant relationship between Job satisfaction, Emotional intelligence, Job stress, Motivation and Gender with career commitment. Qualification, Age and Experience have negative correlation with career commitment.

The table above depicts the relationship of each independent variable with career commitment.

Result of Research Question 3
What are the relative contributions of gender, age, qualification, years of experience, job stress, emotional intelligence and job satisfaction to organisational commitment? The result is presented in table 3

Table 3 above shows that none of eight variables are potent factor of organisational commitment among prison officers (Job satisfaction (β = .106, P >.05), Age (β = .078, P >.05), Motivation (β = .061, P >.05), Job stress (β = .041, P >.05), Years of experience (β = -.027, P >.05), Gender (β = -.028, P >.05), Emotional Intelligence (β = -.043, P >.05), and Qualification (β = -.062, P >.05)

Result of Research Question 4
Is there any relationship between the eight independent and the dependent variable (career commitment)? The result is presented in table 4:
Result of Research Question 5

What is the composite contribution of the independent variables on career commitment? The result is presented in Table 5:

Table 5: Summary of regression on combined influence of independent on career commitment.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of square</th>
<th>Df</th>
<th>Mean square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>124.837</td>
<td>8</td>
<td>15.605</td>
<td>1.585</td>
<td>.129</td>
</tr>
<tr>
<td>Residual</td>
<td>2865.483</td>
<td>291</td>
<td>9.847</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2990.320</td>
<td>299</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5 above shows that there is no significant combined contribution of the independent variables (age, gender, qualification, experience, job stress, emotional intelligence, job satisfaction, motivation,) to the prediction of career commitment. The result yielded a coefficient of multiple regression $R = .204$ multiple $R^2 = .042$, and adjusted $R^2$ of 0.015 which translates to 15% of the variance. The ANOVA results from the regression analysis shows that there was no significant effect of the independent variables on the dependent variable, $F(8,291) = 1.585$, not significant.

Result of Research Question 6

What are the relative contribution of gender, age, qualification, years of experience, job stress, emotional intelligence and job satisfaction on career commitment? The result is presented in Table 6.

Table 6: Relative contributions of the independent variables to career commitment

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>15.139</td>
<td>2.330</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>3.157E-02</td>
<td>.027</td>
<td>.071</td>
<td>1.185</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>2.390E-02</td>
<td>.012</td>
<td>.122</td>
<td>2.061</td>
</tr>
<tr>
<td>Motivation</td>
<td>1.630E-02</td>
<td>.022</td>
<td>.045</td>
<td>.743</td>
</tr>
<tr>
<td>Job Stress</td>
<td>2.390E-02</td>
<td>.018</td>
<td>.080</td>
<td>1.322</td>
</tr>
<tr>
<td>Gender</td>
<td>.541</td>
<td>.366</td>
<td>.086</td>
<td>1.479</td>
</tr>
<tr>
<td>Age</td>
<td>3.762E-02</td>
<td>.323</td>
<td>.009</td>
<td>1.17</td>
</tr>
<tr>
<td>Qualification</td>
<td>-.178</td>
<td>.188</td>
<td>-.058</td>
<td>-.947</td>
</tr>
<tr>
<td>Years of experience</td>
<td>-.106</td>
<td>.402</td>
<td>-.021</td>
<td>-.263</td>
</tr>
</tbody>
</table>

Table 6 above shows that job satisfaction, emotional intelligence, motivation, job stress and gender are potent correlates of career commitment, while age was not a potent factor, qualification and experience contributed negatively to career commitment. Emotional Intelligence ($\beta = -.122, P >.05$), Gender ($\beta = -.086, P >.05$), Job stress ($\beta = .080, P >.05$), (Job satisfaction ($\beta = .071, P >.05$), Motivation ($\beta = .045$, $P >.05$), Age ($\beta = .009, P >.05$), Years of experience ($\beta = -.021, P >.05$) and Qualification ($\beta = -.058, P >.05$) as it is seen that change is constant and people with psychological strength would be more valuable to the organization than people with demographic qualifications like certification, age etc. Although these demographic variables should be considered, more attention should be focused on the psychological variables for better impacts.

LIMITATIONS OF THE STUDY

The study is limited in the number of prisons as well as limited samples selected from each state. Also, the sampling technique of criteria in selecting and remaining in careers and in organisations. Therefore, all these may affect their career or organisational commitment. Nigeria Prison Service staff would become more committed to their jobs and to their organizations if there are better and improved working conditions. They would become more committed to the service if promotions are done as at when due, and if their welfare become paramount to the government. Consequently, the Federal and state governments should constantly seek to improve upon the incentives given to the Nigeria Prison Service and should endeavor to create an atmosphere void of rancour and disaffection. Also staff support programs that could cushion the effects of stress emanating from role conflicts of work and their duties at work place among Nigeria Prison

SUMMARY AND CONCLUDING REMARKS

The study establishes that some of the independent variables have a negative relationship with organisational and career commitment, while some are potent factors to career commitment. It was also established that demographic variables are not so much predictive variables of career and organizational commitment. Recruitment into the Nigerian Prison Service should be more significantly based on the psychological strength of the individuals than the demographic variables as it is seen that change is constant and people with psychological strength would be more valuable to the organization than people with demographic qualifications like certification, age etc. Although these demographic variables should be considered, more attention should be focused on the psychological variables for better impacts.

Also, the authority should know that factors which are not captured in this research such as: physical working conditions, job recognition, job security, promotion, social status, wages, social services, authority, and responsibility are likely criteria in selecting and remaining in careers and in organisations. Therefore, all these may affect their career or organisational commitment. Nigeria Prison Service staff would become more committed to their jobs and to their organizations if there are better and improved working conditions. They would become more committed to the service if promotions are done as at when due, and if their welfare become paramount to the government. Consequently, the Federal and state governments should constantly seek to improve upon the incentives given to the Nigeria Prison Service and should endeavor to create an atmosphere void of rancour and disaffection. Also staff support programs that could cushion the effects of stress emanating from role conflicts of work and their duties at work place among Nigeria Prison
Service should be encouraged in order to motivate and strengthen their commitment.

In addition, a functional department that can provide confidential counseling services, that is made up of reformatory and remedial counselors and related practitioners that will serve the officers and give them the opportunity to speak with professionals should be put in place. Here, both professional and personal needs, which can enhance their efficiency as well as their commitment to their career and organization would be properly addressed.

**REFERENCE**


