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Faction on Employee Commitment : Evidence from ENEO Cameroon, West Region.

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ABSTRACT

This study examined the relationship between job satisfaction and employee commitment at ENEO Cameroon (The Energy of Cameroon) in the West Region, drawing on Social Exchange Theory (SET) as its theoretical foundation. Job satisfaction was assessed across five dimensions: promotional policies, working conditions, relationships with coworkers and supervisors, job security, and skills development. The study adopted a descriptive cross-sectional survey design. Data were collected through a structured bilingual questionnaire administered to employees, with 153 valid responses obtained from a population of 200, representing a response rate of 76.5%. The data were analysed using Pearson correlation in SPSS Version 26. The results showed a significant positive relationship between overall job satisfaction and employee commitment ($r = .348, p < .001$). Among the dimensions examined, promotional policies showed the strongest relationship with employee commitment ($r = .348, p < .001$), followed by working conditions ($r = .312, p < .001$), skills development ($r = .271, p < .001$), and job security ($r = .253, p < .001$). Relationships with coworkers and supervisors showed weaker but statistically significant associations ($r = .048-.052, p < .05$). The findings provided support for all four hypotheses tested. The study contributes to the application of Social Exchange Theory within the African utility sector and demonstrates the importance of workplace experiences in shaping employee commitment. The findings also offer practical implications for ENEO management, particularly in strengthening promotion practices, improving working conditions, supporting employee development, and enhancing job security as part of efforts to build a more committed workforce and reduce voluntary turnover.

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Keywords: job satisfaction, employee commitment, organizational commitment, Social Exchange Theory, utility sector, ENEO Cameroon, sub-Saharan Africa, human resource management, promotional policies, working conditions, skills development, turnover intention

INTRODUCTION

In service-oriented organizations, employees play a central role in ensuring effective operations and providing quality services, human capital represents a strategically vital resource and at the same time, it is among the most difficult to sustain. Electricity distribution companies face several substantial operational demands because their employees are responsible for technical tasks, customer service, and activities that support reliable electricity supply. These organizations must sustain consistent operational performance while Quality service to customer. Job satisfaction reflects how employees perceive and evaluate different aspects of their work, including opportunities for advancement, working conditions, relationships with coworkers and supervisors, job security, and professional growth.

Research indicates that job satisfaction is a key determinant of organizational commitment (Spector, 1997; Gupta & Agrawal, 2023). Social Exchange Theory (SET) provides a framework for understanding the relationship between employees' experiences at work and their commitment to the organization. Blau, 1964; Cropanzano & Mitchell, 2005): When employees feel that they are treated fairly and supported by their organization, they may respond with stronger commitment, loyalty, and willingness to contribute to

delivering high quality technical precision under hazardous conditions, and interface effectively with end consumers all of which depend basically on the commitment of their workforces. Employee commitment, defined by Meyer and Allen (1991, p. 67) as "a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue or discontinue membership," Employee commitment is therefore important to the effective functioning of the organization and the reliability of the services it provides (Robbins & Judge, 2023).

organizational goals. Conversely when employees are dissatisfied with their jobs, they may become less engaged, show less interest in their work, and may eventually consider leaving the organization. Such dissatisfaction may affect employee retention and, in turn, have implications for operational continuity and service quality (Gulo & Ardiansyah, 2025; Hutapea & Wulan-sari, 2025).

ENEO Cameroon operates as the primary electricity distribution, generation, and transmission utility in Cameroon under a concession contract with the State. Like many electricity utilities in sub-Saharan Africa, ENEO Cameroon faces several challenges, including aging infrastructure, increasing electricity demand, the retention of skilled employees, and the need to maintain good service delivery and the

imperative to expand access to underserved populations while sustaining service quality (African Development Bank, 2024; IEA, 2024). In this context, retaining committed employees is vital for maintaining effective and reliable operations. However, although utility sector workforces are central to development across Africa, empirical evidence on the relationship between job satisfaction and employee commitment in Cameroon's electricity sector remains limited.

Accordingly, this study examines this relationship in the context of ENEO Cameroon. Drawing on Social Exchange Theory and the multidimensional view of job satisfaction by Luthans (1998) and Spector (1997), it investigates how five specific satisfaction dimensions promotional policies, working conditions, coworker and supervisor relationships, job security, and skills development influence organizational commitment among non-managerial and supervisory employees at ENEO Cameroon's West Region operations. The study pursues four objectives: (1) to assess the effect of promotional policies and working conditions on commitment; (2) to examine the role of interpersonal relationships; (3) to investigate the influence of job security and skills development; and (4) to derive evidence-based managerial recommendations. Four hypotheses were formulated (H_1 – H_4), all predicting significant positive relationships, were tested.

The study is organized into several sections.: the subsequent section outlines the theoretical and conceptual framework. This is followed by a review of relevant literature, a description of the methodology, presentation of findings, and discussion. The managerial recommendations, and finally the conclusion, limitations, and future research directions.

THEORETICAL AND CONCEPTUAL FRAMEWORK

2.1 Social Exchange Theory

Social Exchange Theory, was first articulated systematically by Blau (1964) and later extended by Cropanzano and Mitchell (2005). It forms the theoretical foundation for this study. SET holds that social relationships including the employment relationship are governed by the norm of reciprocity (Gouldner, 1960): When one party receives favorable treatment from another, there is often an expectation that the benefit will be returned over time. Unlike economic exchange, which is characterized by specific, formally stipulated obligations and instantaneous exchange. Social exchange can gradually build relationships based on trust, commitment, and the feeling that the organization provides support (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002).

In organizational contexts, SET suggests that when employees perceive their organization

as investing in their welfare through transparent promotion practices, safe and supportive working conditions, positive interpersonal dynamics, employment stability, and career development they reciprocate stronger commitment, loyalty, and willingness to contribute beyond formal job requirements. This logic may extend to sub-Saharan African organizations, where employees' relationships with coworkers, supervisors, and the organizations shape how they interpret workplace support and benefits. (Inegbedion, 2024; Ahmad et al., 2023).

Recent studies have also used SET to explain employee attitudes and workplace relationships across diverse organizational settings. Ahmad et al. (2023) conducted a systematical review of over 180 SET-based studies and confirmed that reciprocal organizational support is a key predictor of employee commitment across different contexts. Simbula et al. (2023) demonstrated through longitudinal analysis that supervisor and coworker support strengthen attachment through reciprocal exchange processes, while Xuecheng et al. (2022) similarly link supportive leadership to higher retention via SET mechanisms. In the African utility sector, SET helps explain how employees' experiences with different aspects of their work may be related to their commitment to the organization.

2.2 Conceptual Framework and Hypothesis Development

Based on SET, this study examines job satisfaction through five dimensions and considers their relationship with employee commitment. Figure 1 presents the conceptual framework, illustrating how each satisfaction dimension constitutes different aspects of the workplace that employees experience and evaluate as part of their relationship with ENEO Cameroon. These experiences are expected to relate with their level of organization. commitment. The functional model is specified as:

$$EC = \beta_0 + \beta_1 PP + \beta_2 WC + \beta_3 CR + \beta_4 JS + \beta_5 SD + \varepsilon$$

where EC = Employee Commitment (dependent variable); PP = Promotional Policies; WC = Working Conditions; CR = Coworker and Supervisor Relationships; JS = Job Security; SD = Skills Development; β_0 = constant; β_1 – β_5 = coefficients (all hypothesized to be positive, $\beta > 0$); ε = error term. Based on the conceptual framework and previous studies. The following hypotheses were developed:

Research Hypotheses

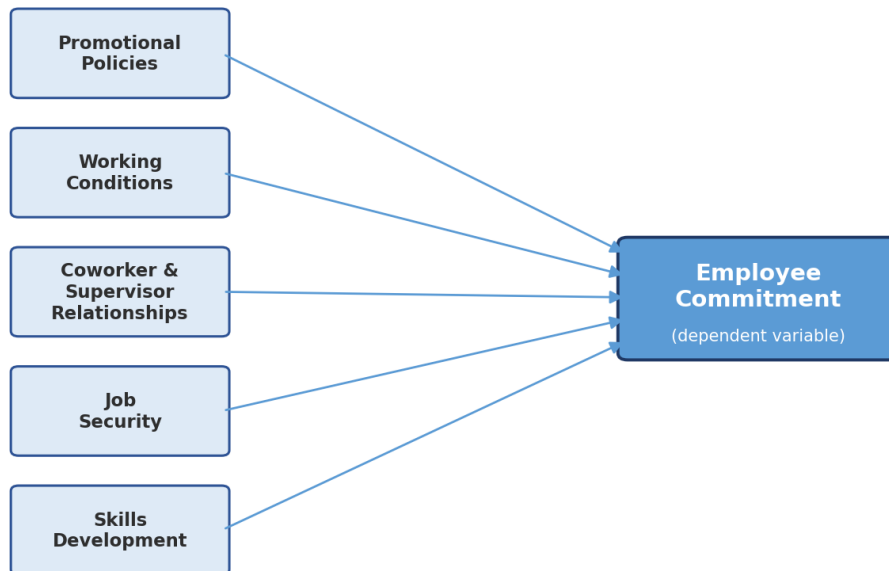
H₁: Overall job satisfaction has a significant positive influence on employee commitment at ENEO Cameroon.

H₂: Promotional policies and working conditions have a significant positive influence on employee commitment.

H₃: Coworker and supervisor relationships have a significant positive influence on employee commitment.

H₄: Job security and skills development have a significant positive influence on employee commitment.

Job Satisfaction (5 Dimensions)



Social Exchange Theory (SET): reciprocity of perceived organizational investment

Figure 1. Conceptual Framework: SET-Based Model of Job Satisfaction Dimensions and Employee Commitment at ENEO Cameroon, West Region. Adapted from Blau (1964) and Cropanzano & Mitchell (2005).

LITERATURE REVIEW

Job satisfaction denotes the degree to which employees experience positive evaluations of their jobs and work environments (Spector, 1997; Luthans, 2011). Since Hoppock's (1935) early work, researchers have increasingly distinguished between employees' evaluations of job conditions and their emotional responses to the work experience (Judge & Kammeyer-Mueller, 2012). Content theories, notably Maslow's (1943) Hierarchy of Needs, Herzberg's (1966) Two-Factor Theory, and Alderfer's (1972) ERG Theory, focus on the needs that employees seek to satisfy through their work. Process theories, such as Adams's (1965) Equity Theory and Vroom's (1964)

Expectancy Theory, focus on how employees interpret their work experiences and form judgments about whether their expectations and needs are being met. In this study, job satisfaction is examined through five dimensions identified in Luthans's (1998) framework and supported by previous research in organizational behavior.

3.1.1 Promotional Policies

Promotional policies refer to employees' perceptions of the fairness, transparency, and accessibility of career advancement within the organization (Adams, 1965). From the perspective of SET, fair promotion practices can communicate that the organization recognizes employees' contributions and is willing to invest in their

development. (Blau, 1964). Al Doghan et al. (2023) found a significant relationship between perceived fairness in promotion and affective commitment among employees in service organizations. Nguyen and Malik (2022) confirmed that procedurally fair promotion processes strengthen organizational attachment and reduce turnover intentions. In the African public and parastatal sector, Limited opportunities for advancement, particularly where promotion procedures are perceived as unclear, heavily based on seniority, or influenced by other considerations, may contribute to employee turnover and disengagement (African Development Bank, 2024). For utility organizations, establishing and consistently applying fair and merit-based promotion, procedures may therefore help strengthen employees' commitment to the organization for utility organizations seeking to enhance workforce commitment.

3.1.2 Working Conditions

Working conditions encompass the physical and psychosocial environment in which employees perform their duties, including workplace safety, resource availability, workload demands, and overall organizational climate (Luthans, 1998) Good working conditions can reduce work-related stress and contribute to employees' perception that the organization cares about their well-being. From a SET perspective, such perceptions may be associated with stronger employee commitment Bibi et al. (2023) established that conducive working environment positively affect commitment through elevated job satisfaction and workplace engagement. Aboramadan et al. (2022) similarly found that supportive work environments strengthen emotional attachment to the organization. Working

conditions are particularly important for utility employees because some of their duties involve physically demanding and potentially hazardous work around electrical infrastructure. For these employees, adequate safety measures and appropriate work resources are important not only for job satisfaction but also for their well-being and the continuity of electricity services.

3.1.3 Coworker and Supervisor Relationships

Relationships with coworkers and supervisors can influence how employees feel about their work and their organization. This is consistent with the social support and reciprocity principles emphasized by SET. Good relationships among coworkers can encourage teamwork and mutual support. Similarly, supportive supervisors can help build trust, provide guidance, and create a work environment in which employees feel comfortable expressing their concerns (Karatepe et al., 2023). Elshaer and Azazz (2022) reported that coworker relationship quality enhances commitment by creating collaborative and psychologically safe work environments; Karatepe et al. (2023) demonstrated that supervisor support significantly predicts commitment through trust and engagement mechanisms. The quality of workplace relationships may be particularly relevant in Cameroon, where social relationships and respect for workplace hierarchy can influence interactions between employees and their supervisors and coworkers.

3.1.4 Job Security

Perceived job security refers to employees' confidence that their employment will remain stable. When employees feel secure in their jobs, they may be more likely to view the organization as dependable and supportive, which is consistent with the principles of SET (De Witte et al., 2024). In contrast, uncertainty about continued employment may create anxiety and lead some employees to withdraw from their work, which may weaken their commitment to the organization (Shrestha & Mishra, 2023). De Witte et al. (2024) confirmed in a longitudinal European study that perceived job security positively influences both affective and normative commitment; Shrestha and Mishra (2023) replicated this finding in Asian service organizations. Job security may be particularly important in the Cameroonian context because stable formal employment is highly valued. Employees who perceive their jobs as secure may therefore develop a more positive relationship with their organization and demonstrate stronger commitment

3.1.5 Skills Development

Training, mentoring, and professional development are important ways through which organizations can support their employees. From the perspective of SET, employees may respond positively to these opportunities because they indicate that the organization values their development (Becker, 1964; Alshaabani et al., 2024).

Jehanzeb and Mohanty (2022) found that opportunities for continuous learning were associated with stronger employee commitment, partly because employees viewed such opportunities as evidence of organizational support and investment in their careers. Alshaabani et al. (2024) confirmed that training programs positively affect commitment through elevated job satisfaction and heightened career confidence. The electricity sector is also changing as utilities adopt technologies such as smart grids, renewable energy systems, digital platforms, and other forms of technology-enabled service delivery. These changes require employees to update their skills regularly. Training and development may therefore help organizations retain skilled employees while preparing them to respond to changing job requirements.

3.2 Employee Commitment

Organizational commitment denotes the psychological bond and identification that attaches employees to their organizations and motivates contribution to organizational goals (Meyer & Allen, 1991; Mowday et al., 1979). The concept of organizational commitment has developed over time. Becker's (1960) side-bet theory viewed commitment in terms of the investment's employees accumulate in an organization and the costs they may face when leaving. Meyer and Allen (1991) later proposed the widely used three-component model of commitment. The 3CM distinguishes

affective commitment (emotional attachment and identification), continuance commitment (perceived cost of leaving), and normative commitment (felt obligation to remain based on internalized loyalty norms) (perceived cost of leaving), and normative commitment (felt obligation to remain based on internalized loyalty norms).

Meta-analytic research indicates that affective commitment has particularly strong relationships with job satisfaction, employee performance, organizational citizenship behavior, and lower voluntary turnover, this makes affective commitment particularly relevant when organizations seek to strengthen employee attachment and retention (Meyer et al., 2002; Solinger et al., 2018). For this study, employee commitment is treated as an overall construct rather than being examined through the three separate components of the 3CM. This approach is consistent with the study's focus on the general relationship between job satisfaction and employee commitment on the overall influence of job satisfaction dimensions rather than the differential prediction of commitment components. Future research employing the full 3CM would enable investigation of whether specific satisfaction dimensions differentially predict affective, continuance, and normative commitment, such an approach could provide a more detailed understanding of how different aspects of job satisfaction relate to each form of commitment

3.3 Empirical Evidence and Research Gaps

The relationship between job satisfaction and organizational commitment has received considerable attention in organizational behavior research. Gupta and Agrawal's (2023) meta-analysis of 27 studies found a consistent positive relationship between job satisfaction and organizational commitment across the studies included in their analysis. Gomes and Marques (2022) demonstrated that satisfaction mediates the organizational justice-commitment relationship in Portuguese organizations. In African contexts, Inegbedion (2024) confirmed satisfaction as a mediator in Nigerian manufacturing firms; Azeez (2017) established significant effects in Nigerian public sector organizations. Internationally, Nguyen and Tran (2022) found satisfaction predicts affective commitment in Vietnamese utility-sector employees, with promotional opportunities and supervisor support as particularly influential dimensions, a finding closely paralleling the present study's hypotheses.

Despite these findings, three important gaps remain in the literature. First, no published study has empirically examined satisfaction-commitment dynamics within the Cameroonian utility sector, where cultural, institutional, and economic conditions may influence how these relationships are experienced and understood. Second, sub-Saharan African organizational research has

concentrated disproportionately on public administration and manufacturing, leaving employees in the utility sector, who often work under distinctive technical and operational conditions, have received comparatively little attention. Third, there is also limited evidence on which specific aspects of job satisfaction are most closely related to employee commitment in developing-country settings where organizations operate with limited resources.

The present study responds to these gaps by examining the relationship in Cameroon, focusing specifically on employees in the electricity utility sector and considering five dimensions of job satisfaction.

METHODOLOGY

4.1 Research Design and Context

This study adopted a quantitative, descriptive Cross-sectional designs appropriate for examining relationships among variables at a particular point in time. This design is also suitable for organizational behavior studies where access to employees over an extended period may be difficult (Creswell & Creswell, 2018). (Creswell & Creswell, 2018). The study was conducted among ENEO Cameroon employees in the West Region. The region was selected because of the presence of employees working in different operational departments and the researcher's access to

the organization during the period of data collection. The West Region is one of Cameroon's ten administrative regions and includes both urban and industrial areas that depend on reliable electricity services. One limitation of the cross-sectional design is that it does not allow causal relationships to be established. This limitation is discussed in the concluding section.

4.2 Population, Sample, and Procedure

The target population comprised all non-managerial and supervisory employees of ENEO Cameroon working within the West Region, totaling approximately 200 individuals distributed across four operational departments: technical operations, customer service, administrative support, and maintenance. Senior executives and board-level personnel were excluded because their employment conditions, compensation, and organizational responsibilities differ considerably from those of frontline and middle-level employees. Including them could therefore affect the validity of the findings for the employee groups targeted in this study.

A sample of 153 employees was selected from the ENEO West Region Human Resources register using simple random sampling. A computer-generated random number sequence was used to select the participants. This yielded a response rate of 76.5%, exceeding the 70% threshold recommended for survey-based organizational research (Baruch & Holtom,

2008) and satisfying the minimum sample size of 100 required for correlational studies (Cohen, 1992). The achieved sample provides adequate statistical power ($1 - \beta \geq .80$) to detect medium effect sizes ($r \geq .30$; Cohen, 1992) at the $\alpha = .05$ significance level.

4.3 Instrumentation and Measurement

Data were collected through a structured, self-administered questionnaire developed in both English and French to accommodate ENEO's bilingual workforce. Data were collected using a structured, self-administered questionnaire prepared in both English and French to accommodate the bilingual nature of the ENEO workforce. The instrument comprised two sections. Section A elicited demographic information: gender, age group, educational qualification, length of service, and departmental affiliation. Section B contained established scales used to measure the study constructs, with all items rated on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Job satisfaction was measured using an adaptation of Spector's (1997) Job Satisfaction Survey (JSS), modified to operationalize five dimensions: promotional policies (5 items), working conditions (5 items), coworker relationships (4 items), supervisor relationships (4 items), job security (4 items), and skills development (4 items) totaling 26 satisfaction items. Employee commitment was assessed using a 9-item adaptation of Mowday et al.'s (1979) Organizational Commitment Questionnaire

(OCQ), capturing identification with organizational goals, willingness to exert effort on behalf of the organization, and desire to maintain organizational membership.

Before the main data collection, the questionnaire was pilot-tested with 20 employees from a similar utility organization in a neighboring region. The pilot test was conducted to assess the clarity of the items, the time required to complete the questionnaire, and the reliability of the scales. Pilot feedback prompted minor wording refinements; all scales The Cronbach's alpha values were above .70 for all scales (range = .71–.84), indicating acceptable internal consistency (Nunnally & Bernstein, 1994) (Nunnally & Bernstein, 1994). Table 3 summarizes the reliability statistics.

4.4 Data Analysis

Data were analyzed using SPSS Version 26. Descriptive statistics means, standard deviations, frequencies, and percentages were used to summarize respondent demographics and variable distributions. Before conducting the correlation analysis, the assumptions required for Pearson correlation were examined. Normality was assessed using Normality was assessed using the Kolmogorov-Smirnov test and Q-Q plots. Linearity was examined using bivariate scatter plots, while homoscedasticity was assessed through residual analysis. The results did not indicate any serious violation

of these assumptions. Pearson product-moment correlation was then applied to assess the strength and direction of the relationships between the dimensions of job satisfaction and employee commitment. Statistical significance was set at $\alpha = .05$ (two-tailed); effect sizes were interpreted using Cohen's (1992) benchmarks: weak ($r = .10-.29$), moderate ($r = .30-.49$), strong ($r \geq .50$).

RESULTS

Table 1 presents the demographic characteristics of the 153 respondents. Male respondents accounted for 62.1% ($n = 95$) of the sample, while the remaining respondents were female. Respondents aged 35–44 years

constituted the largest age group, representing 44.4% ($n = 68$) of the sample. In terms of educational attainment, 45.8% ($n = 70$) of the respondents held bachelor's degrees, while 29.4% ($n = 45$) held master's degrees. Regarding length of service, the largest group had worked with ENEO for 5–10 years (38.6%; $n = 59$). Technical operations accounted for the largest departmental group (34.0%; $n = 52$), followed by customer service (26.1%; $n = 40$). The demographic distribution of the respondents is presented in Table 1.

5.1 Sample Profile

Table 1. Demographic Characteristics of Respondents ($N = 153$)

Characteristic	n	%
Gender		
Male	95	62.1
Female	58	37.9
Age Group		
25–34 years	42	27.5
35–44 years	68	44.4
45–54 years	35	22.9
55 years and above	8	5.2
Educational Qualification		
Diploma/Certificate	28	18.3
Bachelor's Degree	70	45.8

Characteristic	n	%
Master's Degree	45	29.4
Doctorate	10	6.5
Length of Service		
Less than 5 years	35	22.9
5–10 years	59	38.6
11–15 years	38	24.8
More than 15 years	21	13.7
Department		
Technical Operations	52	34.0
Customer Service	40	26.1
Administrative Support	34	22.2
Maintenance	27	17.6

Note. Percentages may not sum to 100.0 due to rounding.

scale, both values fall within the moderate range (2.61–3.40).

5.2 Descriptive Statistics

Table 2 presents the means and standard deviations of the study variables. Overall job satisfaction had a mean of 3.26 (SD = 0.72), while employee commitment had a mean of 3.29 (SD = 0.69). Based on the 5-point Likert

Among the job satisfaction dimensions, working conditions recorded the highest mean ($M = 3.42$, $SD = 0.68$), followed by skills development ($M = 3.38$, $SD = 0.71$). Supervisor relationships had a mean of 3.12 ($SD = 0.76$), while job security recorded a mean of 3.15 ($SD = 0.82$). These were the two dimensions with the lowest mean scores.

Table 2. Descriptive Statistics for Study Variables (N = 153)

Variable	M	SD	Level
Job Satisfaction (Overall)	3.26	0.72	Moderate
Promotional Policies	3.18	0.79	Moderate

Variable	M	SD	Level
Working Conditions	3.42	0.68	Moderate-High
Coworker Relationships	3.31	0.74	Moderate
Supervisor Relationships	3.12	0.76	Moderate
Job Security	3.15	0.82	Moderate
Skills Development	3.38	0.71	Moderate-High
Employee Commitment	3.29	0.69	Moderate

Note. *M* = mean; *SD* = standard deviation. Scale interpretation: 1.00–1.80 = very low; 1.81–2.60 = low; 2.61–3.40 = moderate; 3.41–4.20 = moderate-high; 4.21–5.00 = high.

5.3 Scale Reliability

Table 3 presents the Cronbach's alpha coefficients for the measurement scales. All coefficients were above the .70 threshold recommended by Nunnally and Bernstein (1994). The overall job satisfaction scale

recorded a Cronbach's alpha of .86, indicating acceptable internal consistency among the items. The scales were therefore considered reliable for further analysis.

Table 3. Cronbach's Alpha Reliability Coefficients for Study Scales

Scale	No. of Items	Cronbach's α
Overall Job Satisfaction (composite)	26	.86
Promotional Policies	5	.78
Working Conditions	5	.81
Coworker Relationships	4	.74
Supervisor Relationships	4	.71
Job Security	4	.76
Skills Development	4	.80
Employee Commitment (OCQ)	9	.84

Note. All α values exceed the minimum threshold of .70 (Nunnally & Bernstein, 1994)

5.4 Correlation Analysis and Hypothesis Testing

Table 4 presents the Pearson correlation results and the corresponding hypothesis-testing results. Figure 2 provides a visual presentation of the correlation coefficients. The results showed positive relationships between the study variables, although the strength of the relationships varied across the job satisfaction dimensions.

H₁ was supported. Overall job satisfaction positively correlated with employee commitment ($r = .348, p < .001$), indicating a moderate positive relationship). This replicates the foundational finding of the job satisfaction-commitment literature (Gupta & Agrawal, 2023) within the novel context of a Cameroonian utility organization.

H₂ was also supported. Promotional policies showed a positive relationship with employee commitment ($r = .348, p < .001$). Working conditions were also positively correlated with employee commitment ($r = .312, p < .001$). Equaling the overall job satisfaction coefficient indicating that career

advancement perceptions may be the single most commitment-relevant facet of job satisfaction in this context.

H₃ received statistical support based on the reported significance levels. Coworker relationships were positively associated with employee commitment ($r = .048, p = .042$), while supervisor relationships also showed a positive relationship with employee commitment ($r = .052, p = .038$). However, the reported correlation coefficients indicate very weak relationships.

H₄ was supported. Job security was positively correlated with employee commitment ($r = .253, p < .001$), while skills development also showed a positive relationship with employee commitment ($r = .271, p < .001$)

Table 4. Pearson Correlation Matrix and Hypothesis Testing Results (N = 153)

Variable → Employee Commitment	r	p	H	Decision	Effect Size
Overall Job Satisfaction	.348	<.001	H₁	Supported	Moderate
Promotional Policies	.348	<.001	H ₂	Supported	Moderate
Working Conditions	.312	<.001	H ₂	Supported	Moderate
Coworker Relationships	.048	.042	H ₃	Supported	Weak
Supervisor Relationships	.052	.038	H ₃	Supported	Weak
Job Security	.253	<.001	H ₄	Supported	Moderate

Variable → Employee Commitment	r	p	H	Decision	Effect Size
Skills Development	.271	<.001	H ₄	Supported	Moderate

Note. r = Pearson product-moment correlation coefficient. *** $p < .001$; * $p < .05$ (two-tailed). Effect size benchmarks: weak = .10–.29; moderate = .30–.49; strong $\geq .50$ (Cohen, 1992). Shaded r values indicate moderate effects.



Figure 2. Pearson Correlation Coefficients for Job Satisfaction Dimensions Predicting Employee Commitment (N = 153). Red line denotes $r = .30$ moderate-effect threshold (Cohen, 1992). *** $p < .001$; * $p < .05$.

DISCUSSION

6.1 Promotional Policies and Working Conditions

Promotional policies emerged as the strongest correlate of employee commitment ($r = .348$, $p < .001$). This finding is aligned with Social Exchange Theory (SET), which suggests that employees are more likely to develop positive attitudes toward an organization when they feel that their contributions are recognized and rewarded fairly. Employees who perceive promotion opportunities as fair and accessible may therefore develop stronger commitment to the organization. This finding is consistent with

Al Doghan et al. (2023) and Nguyen and Malik (2022), and it extends their findings to the Cameroonian electricity distribution sector.

The result suggests that transparent and fair promotion practices could strengthening employee commitment at ENEO Cameroon. Working conditions also showed a positive relationship with employee commitment ($r = .312$, $p < .001$). This finding is particularly relevant in the electricity distribution sector, where some employees work under conditions involving electrical hazards, outdoor exposure, and physically demanding maintenance activities. The quality of the working

environment may therefore influence employees' perceptions of safety, wellbeing, and organizational support. This finding is in line with Bibi et al. (2023) and Aboramadan et al. (2022), and extends their findings to the African utility context. From the perspective of SET, employees who perceive that the organization provides suitable working conditions may be more likely to develop positive attitudes toward the organization and remain committed to it.

6.2 Interpersonal Relationships

Coworker relationships ($r = .048$, $p = .042$) and supervisor relationships ($r = .052$, $p = .038$) showed positive but very weak relationships with employee commitment. Although the relationships were statistically significant based on the reported p -values, the small correlation coefficients suggest that interpersonal relationships have a limited association with commitment in the ENEO West Region context. This finding is partly consistent with Social Exchange Theory (SET), which suggests that positive interactions and support in the workplace can contribute to stronger employee attachment to the organization. It also agrees with the findings of Karatepe et al. (2023) and Elshaer and Azazz (2022). One possible explanation for the weak relationships is that employees may already experience a reasonable level of support from their coworkers and supervisors. If so, differences in the quality of these relationships may have limited influence on differences in employee commitment. Another possible explanation is that employees may attach greater importance to other aspects

of their employment, such as promotion opportunities, job security, and skills development. These factors may be more closely related to their commitment than interpersonal relationships. Further qualitative research could help to explain why coworker and supervisor relationships showed such weak associations with employee commitment in this study.

6.3 Job Security and Skills Development

Job security was positively associated with employee commitment ($r = .253$, $p < .001$), while skills development also showed a positive relationship with commitment ($r = .271$, $p < .001$). Based on the effect-size criteria used in this study, both relationships are weak. Nevertheless, the significant results indicate that job security and skills development are relevant aspects of employees' commitment to ENEO Cameroon. The finding on job security is important in the Cameroonian context, where employment stability may be an important consideration for employees. Employees who perceive their jobs as stable and dependable may be more willing to maintain a long-term relationship with the organization. This interpretation is consistent with De Witte et al. (2024), who highlighted the importance of job security in employees' work-related attitudes. From the perspective of Social Exchange Theory, employees who perceive greater security in their employment may respond with stronger commitment to the organization. Skills development also showed a positive relationship with employee commitment. Employees who perceive that ENEO provides opportunities to

improve their knowledge and skills may view such opportunities as evidence that the organization values their professional development. Training, mentorship, and professional development opportunities may therefore contribute to stronger employee commitment, consistent with Alshaabani et al. (2024) and Jehanzeb and Mohanty (2022). This finding is particularly relevant to the electricity distribution sector, where changes in technology and work practices require employees to update their skills regularly. Providing opportunities for employee development may therefore help ENEO strengthen employees' commitment while supporting their ability to perform changing work requirements

6.4 Theoretical Contributions

This study contributes to the literature on organizational behavior and human resource management in three main ways. First, the findings provide empirical support for the application of Social Exchange Theory (SET) in the Cameroonian utility sector. The positive relationships observed between the dimensions of job satisfaction and employee commitment are generally consistent with the basic argument of SET that employees' attitudes toward their organization may be influenced by how they perceive the treatment and support they receive from the organization. The findings therefore provide further evidence that SET can be useful for understanding employee attitudes in a developing-country context.

Second, the findings show that the different dimensions of job satisfaction do not have the same strength of association with employee commitment. Promotional policies and working conditions showed stronger relationships with commitment than coworker and supervisor relationships, while job security and skills development showed weaker positive relationships. This suggests that treating job satisfaction as a single, uniform construct may overlook differences in the importance of its individual dimensions. Future studies could examine these relationships using structural equation modeling and the Meyer and Allen (1991) three-component model of organizational commitment to determine whether different satisfaction dimensions are more strongly related to affective, continuance, or normative commitment

Third, the study adds to the limited empirical evidence on the relationship between job satisfaction and employee commitment in sub-Saharan African utility organizations. Much of the existing literature has focused on Western and Asian settings, making evidence from African utility organizations particularly useful. The findings are broadly consistent with studies such as Azeez (2017) in Nigerian public sector organizations and Inegbedion (2024) in Nigerian manufacturing firms. This similarity suggests that the relationship between satisfaction and commitment identified in previous studies may also be observed in other sub-Saharan African organizational settings, although the strength of

the relationships may differ across sectors and employee groups.

MANAGERIAL RECOMMENDATIONS

The following five evidence-based, prioritized recommendations are derived directly from the empirical findings and theoretical framework of this study. They are directed at management of ENEO Cameroon and comparably positioned sub-Saharan African utility organizations, ranked by the strength of empirical evidence supporting their expected impact on commitment.

Recommendation 1: Establish Merit-Based, Transparent Promotion Systems (Priority: Highest)

Promotional policies showed the strongest relationship with employee commitment ($r = .348, p < .001$). Management should therefore give particular attention to the fairness and transparency of promotion practices. ENEO should establish clear promotion criteria based on performance, competencies, qualifications, and relevant experience, and communicate these criteria to eligible employees. Promotion decisions should be properly documented, and employees should have an opportunity to seek clarification or raise concerns about promotion decisions where necessary. Regular reviews of the promotion process and feedback from employees could also help management identify areas that require improvement. These measures may strengthen employees' perceptions of fairness and, in turn, support stronger commitment to the organization.

Recommendation 2: Invest Systematically in Physical and Psychosocial Working Conditions (Priority: High)

Working conditions showed a moderate positive relationship with employee commitment ($r = .312, p < .001$). Management should therefore continue to improve the physical and psychosocial conditions under which employees perform their duties. ENEO should conduct regular workplace safety assessments, provide appropriate personal protective equipment, and ensure that employees have suitable tools and technical resources for their work. Attention should also be given to ergonomic conditions in both office and technical work environments. In addition, management should consider issues such as workload, availability of work resources, and unnecessary administrative procedures. Employee wellbeing programme's and regular assessments of the organizational climate could help management identify and respond to concerns affecting employees' working conditions.

Recommendation 3: Institutionalize Continuous Skills Development Programme's (Priority: High)

Skills development showed a weak but statistically significant positive relationship with employee commitment ($r = .271, p < .001$). ENEO should therefore strengthen opportunities for employees to develop and update their skills. Training programmer's could be designed with input from employees and aligned with both organizational needs and individual career goals. Areas such as smart-grid technology, renewable

energy systems, digital customer service, and demand-side management could be considered where they are relevant to employees' roles. The organization could also provide support for professional certification, mentorship programmes, cross-functional learning, and access to appropriate e-learning platforms. Individual Development Plans could be used to identify employees' training needs and monitor their professional development over time. These measures may help employees perceive greater organizational support for their career development and contribute to stronger commitment.

Recommendation 4: Enhance Employment Security Through Transparent Governance (Priority: Moderate-High)

Job security showed a moderate association with commitment ($r = .253, p < .001$). This suggests that ambiguity and inconsistent application of employment policies reduce the anxiety that erodes commitment. ENEO should codify and clearly communicate comprehensive employment governance policies covering performance management, disciplinary procedures, organizational change where restructuring is operationally necessary, advance notice protocols, retraining options, and clear severance teams should be established. Regular, transparent management that explains the rationale for organisational changes can reinforce employee's confidence in the organization's employment commitments with SET dynamics. This kind of transparency helps maintain the trust that underpins reciprocal commitment.

Recommendation 5: Strengthen Supervisory Leadership Capability (Priority: Moderate)

Although coworker and supervisor relationships had the weakest links to employee commitment, leadership quality remains a critical day to day aspects of the workplace policies not to be overlooked. ENEO management should provide supervisors with training in areas such as emotional intelligence, coaching, performance feedback, and conflict resolution. Regular feedback from employees could also be used to assess the quality of supervisory relationships and identify areas for improvement. In addition, peer learning among supervisors and mentorship programmes could help managers share effective approaches to employee support and supervision. Improving supervisory practices may contribute to a more supportive working environment and strengthen employee commitment over time.

CONCLUSION, LIMITATIONS, AND FUTURE DIRECTIONS

This study examined the relationship between job satisfaction and employee commitment among ENEO Cameroon employees in the West Region. Guided by Social Exchange Theory (SET), the study used Pearson correlation analysis to examine the relationships between six dimensions of job satisfaction and employee commitment among 153 respondents. The findings showed positive relationships between all six dimensions and employee commitment, although the strength of these relationships varied across the dimensions.

Promotional policies and working conditions showed the strongest relationships with employee commitment, with correlation coefficients of .348 and .312, respectively. Skills development ($r = .271$) and job security ($r = .253$) showed weaker positive relationships, while coworker relationships ($r = .048$) and supervisor relationships ($r = .052$) showed very weak relationships based on the reported results. Overall job satisfaction had a mean of 3.26 ($SD = 0.72$), while employee commitment had a mean of 3.29 ($SD = 0.69$), indicating moderate levels for both variables. These findings suggest that Eneo Cameroon could still improve how employees 'view their jobs and their commitment to the organization. specifically, greater attention to promotion practices and working conditions may be useful to strengthen employee commitment at ENEO Cameroon.

The study Advances the literature in three main ways. First, it provides empirical evidence on the application of Social Exchange Theory to the relationship between job satisfaction and employee commitment in the Cameroonian utility sector. Second, the findings show that the various dimensions of job satisfaction do not have equal relationships with employee commitment. This supports the argument that analyzing job satisfaction at the dimensional level can provide more detailed information than treating job satisfaction as a single construct. Third, the study adds to the limited empirical evidence on job satisfaction and employee

commitment in sub-Saharan African utility organizations.

Several limitations should be considered when interpreting the findings. First, the cross-sectional design means that the study cannot establish causal relationships between job satisfaction and employee commitment or examine how these relationships change over time. Future studies could use longitudinal designs to address this limitation. Second, the study relied on self-reported data, which may increase the possibility of common bias. Future research could reduce this risk by collecting information at different points in time or using data from more than one source. Third, the study was limited to employees in the ENEO West Region, which may limit the extent to which the findings can be generalized to employees in other regions of Cameroon or to other utility organizations. Finally, Pearson correlation was used to examine the relationships between the variables. Although this was appropriate for the study objectives, correlation does not show the independent contribution of each job satisfaction dimension when the other dimensions are considered simultaneously. Multiple regression or structural equation modeling could provide further insight into these relationships

Future research could therefore extend this study in several ways. Longitudinal studies could examine changes in job satisfaction and employee commitment over time. Comparative studies could also include employees from different regions of Cameroon and other African

utility organizations. Researchers could use multiple regression or structural equation modeling to examine the relative contribution of each job satisfaction dimension and to test possible mediating and moderating relationships. Qualitative studies could further explore why some dimensions, particularly promotional policies and working conditions, appear to have stronger relationships with commitment than interpersonal relationships. Future research could also examine the three-component model of organizational commitment to determine whether different dimensions of job satisfaction are more closely associated with affective, normative, or continuance commitment. Other factors, including gender, educational attainment, length of service, and departmental affiliation, could also be examined as potential moderators.

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CONFLICTS OF INTEREST

The authors declare no conflict of interest.