

Innovations

Organizational Commitment and Employee Productivity of Sachet Water Firms in Nnewi

¹Goodfaith Nnenna Dike (PhD); ²Dr. Chineze J. Ifechukwu-Jacobs;

³Chidimma Odira Okeke (PhD); ⁴Obinna Solomon, Eboh

^{1,2,3} Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus

²Department of Entrepreneurship Studies, Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State Nigeria

³ORCID: 0009-0009-5083-2984

Abstract: *The study examined the organizational commitment and employee productivity on sachet water in Nnewi. The objective of the study were to, Investigate the effect of training on the employee productivity of sachet water firms in Nnewi, Determine the effect of planning on employee productivity of sachet water firms in Nnewi. The study was anchored on Goal-setting theory proposed by Edwin Locke. The study adopted a cross-sectional research survey design in its investigation of the variables. Primary data was generated through structured, self-administered questionnaire. The target population was sachet water companies in Nnewi. In this study we used both primary data. The study sample was 486 employees. The reliability of the instrument was also achieved through confirmatory tests using Crombach Alpha coefficient. Data generated were analyzed and presented using regression methods. The hypotheses were tested using the t-test .The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study found that Training has significant effect on employee productivity on sachet water in Nnewi. Planning has significant effect on employee productivity on sachet water in Nnewi. Training should be done on collaborative decision making and problem solving, geared towards decentralization. Employees should be trained according to the present content of the environment. The reason is that training implies acquiring knowledge to fill the gap between what is known and what should be known*

Keywords: *Organizational commitment, employee productivity Planning, Training and sachet water*

1.1 Introduction

Organizational commitment is one of job connected attitudes that has been well researched in the field of human resource administration by scholars and practitioners and its significance has been documented in the literatures Oyeniyi, Adeyemi. & Olaoye (2017). Igbaekemen & Idowu (2014) argue that organization is effective to the degree to which it achieves its goals. An efficient organization will make sure that there is a spirit, of collaboration and sense of sphere of its influence. As organization battle to get the most from their existing employee in an environment characterized by skill shortages such the role of human resource practices in the association in fostering employee engagement and commitment is supreme, in doing this many organizations is aware of the significant impact both positive and negative that employee have on, organizational performance and productivity. Many successful organizations are strongly committed to look after their employee needs because they belief that organization that foster employee satisfaction can secure greater employee commitment. (Popoola. et al 2007).

Employee commitment always plays a very key role in improving the organizational performance. The organizational performance can be measured through a lot of ways for example, company employee turnover, return on equity etc. Employee commitment can be enhanced through their involvement in assessment construction and providing them with the chance for better insight on the whole procedure of the organization performance measurement (Dost and Ahmed, 2011).

Commitment is a belief, which reflects “the strength of a person’s attachment to an organisation”. Researchers have suggested that reciprocity is a mechanism underlying commitment and that employees will offer their commitment to the organisation in reciprocation for the organisation having fulfilled its psychological contract. By fulfilling obligations linking to pay, job security, and occupation development, employers are creating a need for employees to reciprocate, and this can take the form of altitudinal reciprocity through enhanced commitment and as a result, influence employees to stay with the organisation. Meyer & Alien (1991) in the previous studies of the concept commitment have substantiated that employee commitment to the organisation has a positive influence on job performance. Many successful organizations are strongly committed to look after their employee needs because they belief that organization that foster employee satisfaction can secure greater employee commitment as organization battle to get the most from their existing employee in an environment characterized by skill shortages as such, the role of human resources practice in the organization in fostering employee engagement and commitment is paramount. In this direction, attainment of organization objective is hinged on the significant impact both positive and negative that employees have on organizational performance and productivity (Wagar 2003). According to, commitment is a belief which reflects the strength of an employee attachment to an organization. The policy of organizational commitment to

employees can be used to gain employees support and in turn maximize the benefits it receive from their employee with greater productivity and the individual performance, also increase in the same proportion.

Commitment is a measure of the relative strength of an employee's identification with an involvement in a particular organization. It can also be viewed as the knowledge, skills, abilities and experience of the work force which is useful to the organization only if the employees are willing to apply it to the achievement of the organization goals. Lack of organization commitment gave negative effects on employee productivity which to a large extent contribute immensely to failure of organization not achieving their goals. Organization commitment to employee can be achieve through various motivation incentives, however, they cannot easily be achieved due to some problems based on the fact. That in what way can employer and employee be committed, and how can organization continually meet the requirement and use of employee. The problem of the study is to examine the organizational commitment on employee productivity of sachet water firms in Nnewi.

1.2 Objectives of the Study

The main objective of this study is to examine the organizational commitment on employee productivity of sachet water firms in Nnewi. Specific objectives are to:

- i. Investigate the effect of training on the employee productivity of sachet water firms in Nnewi
- ii. Determine the effect of planning on employee productivity of sachet water firms in Nnewi

Review of Literature

2.1 Conceptual review

2.1.1 Training

Training is the learning process that is the indispensable part of human resource development. According to Abbas (2014), team training as an essential element to an employee for the development of the companies, because some of the employees have lack of knowledgeable skills and competencies and failed to accomplish task on timely basis. Besides, team Training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few (Cole, 2002). According to Saleem ,Shahid and Naseem (2011), team training is an organized increase from the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in underling situation. Furthermore, team training also increases the abilities of employee's very effective way by motivating them and

converting them into well organized and well-mannered that ultimately affects the performance of organization.

2.1.2 Planning

Planning has been seen as one of the fundamental instrument for superior performance by simultaneously seeking opportunities and advantages through organizational activities. (Dapend, Jin & Songting, 2016). The challenge of globalization has led to intense competition in the business world, thereby gearing organizations into finding ways by which they can achieve and sustain their performance in the global market (Agarwal & Ashwani, 2018). Rigidity, risk aversion, and exhaustion heightened by mechanistic organizations obstruct the development of entrepreneurial activities. Planning is an emerging concept that represents the intersection of strategic management and entrepreneurship (Olawoye, 2016). The need for, and the ability to wade through environmental uncertainties have encouraged management of firms in the agricultural sector, to observe the necessity of employing combined entrepreneurship and planning concepts, principles and practices in running the affairs of their organizations to engender performance in terms of social value creation, customer satisfaction, market share, profit and sales growth. Adeyemi, Isaac and Olufemi, (2017) argues that discovering and exploiting profitable and business environmental opportunities is the foundation for wealth creation through entrepreneurship (Amurle, Gakure & Waititu, 2013; Aremu & Adeyemi, 2011), while strategic management examines firms' efforts to develop sustainable competitive advantages as a determinant of their ability to create wealth (Soininem, 2012).

2.1.3 Organizational commitment

Organizational commitment means that employees strive to be part of the organization by adopting the goals and values of the organization (Özdevecioğlu, 2003). There is a plethora of literature relating to the concept of OC. Organizational commitment refers to a wide range of feelings, attitudes, values, practices, and implementation of brilliant ideas in the interest of the organization to which an employee belongs. It reflects the degree of an employee's attachment and his/her dedication to the organization and is currently widely recognized as a multidimensional work attitude. Organizational commitment has gained prominence in management discourse, since it plays an essential role in goal achievement, innovation, and stability of an organization. It improves the trust between employees, managers, owners, units, and other concerned parties of any organization. Therefore, it better fosters superior-subordinate relationships and improves organizational climate, consequently leading to organizational development, growth, and survival (Garg & Rastogi, 2009). Organizational commitment concerns all organizations in terms of employee benefits. Continuity of

employees is a significant issue for all organizations. The way for the employees to remain in the organization is to ensure their commitment to the organization, (Yalcin, Akan, & Yildirim, 2021).

2.2 Theoretical Framework

Goal-setting Theory by Edwin Locke (1968)

Goal-setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him/her for superior performance. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic (Salaman, 2005). The theory emphasizes the important relationship between goals and performance. Research supports predictions that the most effective performance seems to result when goals are specific and challenging, when they are used to evaluate performance and linked to feedback on results, and create commitment and acceptance. The motivational impact of goals may be affected by moderators such as ability and self-efficacy. Managers widely accept goal setting as a means to improve and sustain performance (DuBrin, 2012). Based on hundreds of studies, the major findings of goal setting is that individuals who are provided with specific, difficult but attainable goals perform better than those given easy, nonspecific, or no goals at all. At the same time, however, the individuals must have sufficient ability, accept the goals, and receive feedback related to performance (Latham, 2003).

2.3 Empirical Review

Adekola, (2012) examined the impact of organizational commitment on job satisfaction: a study of employees at Nigerian universities. Researchers have hypothesized that there is a significant difference in the degree of Organizational commitment in Public and Private Universities. This was tested in the Public and Private University system to ascertain the veracity of this hypothesis. Data were collected from 150 employees consisting of academic and Administrative and technical staff from both the public Universities and the Private Universities. The results revealed that employees in Public Universities have greater degree of organizational commitment in comparison to Private Universities. Also, job satisfaction increases or decreases based on increase or decrease in organizational commitment. Obtained results were in the line of the hypotheses. In terms of organizational commitment; a significant difference was noticed between Public and Private Universities. Against expectation, employees of Public Universities exhibited higher degree of organizational commitment as compared to those of Private Universities. Most importantly, organizational commitment is being proven as the catalyst for enhancing job satisfaction level of employees.

Salim, Bakhit, & Mohamad, (2017) investigate the influence of organizational commitment on work performance in the context of Omani governmental organizations. Organizational commitment through its affective commitment, normative commitment, continuance commitment, motivates employees to work for the good of the organization. There are various studies that discuss organizational commitment, and work performance, yet it is hardly to see the research done on interrelationship between organizational commitment subscales and employees' work performance specifically in Omani context. Thus, the study is an attempt to fill this gap in the literature. Organizational commitment questionnaire was used to measure organizational commitment. Contextual and task performance were used to measure work performance. Quantitative survey method was applied and a sample of 335 middle-level managers of Omani public civil service organizations was selected to answer the instrument. Analysis of moment structures was utilized to analyze the collected data and test the research questions, and hypotheses. The techniques of data analysis comprised a confirmatory factor analysis, and a structural equation modeling analysis. The empirical results indicate that all organizational commitment subscales (affective, normative, and continuance) have a significant impact on work performance dimensions, contextual and task performance.

Jacobs and Arinze (2021) examined the effect of team work on organizational performance in Coscharis Rice Mill Igbariam. The researcher developed three objectives such as: To examine the effect of team members' abilities on organizational performance of Coscharis rice mill Igbariam. To analyze effect of team members' esprit de corps on organizational performance of Coscharis Rice Mill Igbariam. To ascertain effect of team members' trusts on organizational performance of Coscharis Rice Mill Igbariam. However, three research questions and hypotheses are formulated in line with the objectives. The study was anchored on Belbin's Team Roles Theory that was propounded in 2012. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire and interview which were administered randomly among the staff of Coscharis Rice Mill. The sample size of the study is three hundred and seventy-six (376). The hypotheses were tested using ANOVA method at 0.05% level of significance. The findings of the study revealed Team members' abilities have significant effect on organizational performance of Coscharis Rice Mill Igbariam, Team members' esprit de corps has significant effect on organizational performance of Coscharis Rice Mill Igbariam, and Team members' trust has significant effect on organizational performance of Coscharis Rice Mill Igbariam

Igbaekemen & Idowu (2014) examined the impact of organizational commitment on employees productivity: a case study of Nigeria Brewery, plc. The need for this study arose from the acknowledgement of organizational commitment on employee productivity as the most critical in all organizational analyses, and the determinant

often found between goals of the organizational all the needs of employee within it, therefore, necessary to empirically study how the impact of organizational commitment on employee are coping with the challenges of employee productivity. The presence of organizational commitment to employees can be used to gain employees support for organization and in turn maximize the benefits it receive from their employee with greater productivity and individual performance seems to increase in the same proportions. Organizational commitment and employee productivity issue are emerging as the most critical work force management challenges of the past, present and immediate future driven by, employee loyalty. Frontline manager, supervisions, a project leader, team captain or human resource manager actually has more power in an organization to reduce poor productivity, because the factors that drive employee satisfaction and commitment are largely within the direct manager's control, and for this to be achieved successfully there is need to understand the motive as a bases of performance require to motivate employee in order to improve their commitment to the organization.

Shahida (2019) tested the relationship between organizational commitment and employee's performance in textile sector of Faisala bad in Pakistan. Questionnaires were sent in selected firms of textile in Faisalabad. 179 samples were chosen, the figures were evaluated on SPSS 22.0. Regression and correlation tests were utilized. The outcome indicates that there is a momentous and affirmative relationship among employees performance and organization commitment. Affective and normative commitment has positive impact on employee's performance but continuance commitment has no significant impact on employee's performance.

Ikyanyon, & Agber, (2020) examined the effect of employee commitment on organizational performance. Employee commitment was conceptualized as a three-dimensional construct comprising affective, continuance and normative commitment. The study therefore examined the effect of each these commitment components on organizational performance using data obtained from 248 respondents drawn from a cement manufacturing company in Nigeria. Data were collected via the use of questionnaires while hypotheses were developed and tested using regression analysis. Findings indicate that while affective and continuance commitment had a significant positive effect on organizational performance, the effect of normative commitment on organizational performance was not significant. Moreover, among these three components of commitment, it was affective commitment that had the most significant positive effect on organizational performance.

Tamunomiebi, (2019) examined the relationship between organizational climate and employee commitment in telecommunications companies in Port Harcourt. Autonomy was conceptualized as the dimension of organizational climate -the predictor variable. Affective and normative commitment as measures of employee commitment - criterion variable. The study adopted a cross-sectional research

survey design in its investigation of the variables. Primary data was generated through structured, self-administered questionnaire. The target population was 437 employees of the four General System of Mobile telecommunication (GSM) firms in Port Harcourt. The study sample was 208 employees calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was also achieved through confirmatory tests using Crombach Alpha coefficient. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman rank order correlation Coefficient. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Empirical findings revealed that there is a positive and significant relationship between organizational climate and employee commitment in telecommunications companies in Port Harcourt.

Ogunlana, Oshinaike, & Ibrahim, (2018) examines the constructs of job satisfaction and organizational commitment. In this study, a canonical correlation analysis (CCA) was used to estimate relationships between identified dimensions of job satisfaction and organizational commitment. This study confirmed previous research showing that job satisfaction and organizational commitment constructs have positive and canonical relationship. The study samples are 405 of Library and Information Professionals selected randomly at the 2014 Annual General Meeting (AGM) of Nigeria Library Association held in Osogbo, Osun State, Nigeria. A structured questionnaire was prepared for the purpose of collection of data and the data were collected using Job Satisfaction Survey dimension of job satisfaction are autonomy, remuneration, promotion, supervision, condition of service, job significant, co-workers, skill variety, procedures as it is used by Humborstad and Perry (2011) while Organizational Commitment Scales affective, normative and continuance as it is used by Field (2002). In this study, three canonical correlation coefficients (CCC) were estimated, and the first two of them were significant (0.653 and 0.597, $p < 0.001$) with respect to the likelihood ratio test while third CCC was no significant (0.271, $p > 0.001$). Also the squared canonical correlation coefficient indicates the proportion of variance a dependent variable linearly shares with the independent variable generated from the observed variable's set (i.e., the canonical variates) where job satisfaction accounted for 21.36% of the variance in organizational commitment while organizational commitment explained 17.15% of the variations in job satisfaction.

Goodfaith, Anetoh, Obiezekwem, & Eboh, (2021) examined the effect of organizational justice on employee performance of government owned polytechnics in Anambra State of Nigeria. Relevant literature on organizational justice as well as employee performance was reviewed under conceptual, theoretical and empirical review. The work was anchored on justice judgment theory. A descriptive survey research design method was adopted. The target population of the study comprised 3251 employees of the government owned polytechnics in Anambra State. The

sample size was 356. The sampling technique employed was a convenient sampling strategy. The structured questionnaire was used to source data from the respondents. The researcher distributed three hundred and fifty six copies of the questionnaire but only two hundred and ninety-three valid copies were retrieved and used for the analysis. Multiple regression analysis statistical technique was used to test the hypotheses formulated to guide the study. The findings of the study revealed that procedural justice has a significant effect on employee performance of government owned polytechnics in Anambra State. It also showed that distributive justice has a significant effect on employee performance. The study also discovered that interactional justice has a significant effect on employee performance.

Obiakor, Okeke, Udodiugwu, & Obiakor (2023) examined the relationship between job enrichment and organizational citizenship behaviour of brewing firms in South East, Nigeria. The specific objectives were to: investigate the relationship between employee' participation in decision making and employee' sportsmanship; examine the relationship between employee' growth and employee' civic virtue; and ascertain the relationship between employee' autonomy and employee' courtesy of brewing firms in South East, Nigeria. The Two-Factor Theory (Motivator and Hygiene Factors) and Social Exchange Theory were the theories that were employed in the study. The study used a descriptive survey research design approach. The study's population consisted of 2131 workers from five breweries in South-East Nigeria. The sample size was set at 326 using the Cochran formula (1963). The hypotheses were tested using Spearman's correlation coefficient, and the level of significance between the independent and dependent variables was ascertained using the one sample test model. The findings showed that employee participation had a positive significant relationship with employee' sportsmanship; Employee growth had a positive significant relationship with employee' civic virtue; and employee autonomy had a positive significant relationship with employee' courtesy.

Amodu, Okeke, & Nwangwu (2023) the study examined the effect of job redesign on employee productivity in Vegetable oil firms in Anambra State, Nigeria. The researcher developed four objectives such as to: ascertain the effect of job enrichment on employee commitment; determine the effect of job enlargement on employee commitment; assess the influence of job autonomy on employee efficiency; and ascertain the effect of job rotation on employee efficiency of vegetable oil firms. Four research questions were developed and four hypotheses were formulated in line with the stated objectives of the study. The study adopted descriptive survey design strategy. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected vegetable oil firm. The population of the study was 942; the sample size of the study was the same population because it is not up to 1000. While eight hundred and seventy-three (873) were retrieved. The hypotheses were tested using regression analysis method at

0.05% level of significance. The findings of the study revealed that; Job enrichment had a significant positive effect on employee commitment; Job enlargement had a significant positive effect on employee commitment; Job autonomy had a significant positive effect on employee efficiency; and job rotation had a significant positive effect on employee efficiency of vegetable oil firms in Anambra State, Nigeria. The study concluded that job design had a significant positive effect on employee productivity. The study recommended that Job enrichment is considered in planning and evaluation of employees' job design and performance framework.

Methodology

The study adopted a cross-sectional research survey design in its investigation of the variables. Primary data was generated through structured, self-administered questionnaire. The target population was sachet water companies in Nnewi. In this study we used both primary data. The study sample was 486 employees. The reliability of the instrument was also achieved through confirmatory tests using Crombach Alpha coefficient. Data generated were analyzed and presented using regression methods. The hypotheses were tested using the t-test .The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

Results and Discussions

4.1 Hypotheses Tests

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	18.311	2.121		8.632	.000
	Planning	.074	.059	.083	2.051	.000
	Training	.159	.053	.194	2.014	.000

Table 4.1 T-Statistics and Probability Value from the Regression Result

Sources: SPSS

Table 4.1 shows the coefficient of the individual variables and their probability values. Planning variables have regression coefficient of 0.074with a probability value of .000. This implies that planning have a positive and significant effect on employee productivity of sachet water firms in Nnewi. Training has a regression coefficient of 0.159 with a probability value of 0.000 implying that Training variables has a positive and significant effect on employee productivity of sachet water firms in Nnewi.

Test of Hypothesis One

HO₁: Training has no significant effect on employee productivity of sachet water firms in Nnewi

In testing this hypothesis, the t-statistics and probability value in table 4.1 is used. Training variables have a t-statistics of 2.051 and a probability value of 0.00 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Training has significant effect on employee productivity of sachet water firms in Nnewi.

Test of Hypothesis Two

HO₂: Planning has no significant effect on employee productivity of sachet water firms in Nnewi

Planning has a t-statistics of 2.014 and a probability value of 0.000 which is statistically significant. Therefore, we accept the alternative hypothesis and reject the null hypotheses which state Planning has significant effect on employee productivity of sachet water firms in Nnewi

5.1 Conclusion and Recommendation

The study examines the organizational commitment and employee productivity of sachet water firms in Nnewi. The analysis of data collection from the survey as well as discussion of findings above, it can be deduced that organizational commitment on employee productive is a vital concept, which must be embraced by any organization that wishes to excel and achieve its goals and objectives. Organizational commitment through planning and training has significant impact on employee productivity and as such improves organizational performance and effectiveness. Employee commitment to their organization is significant to organization performance, which manifest in employees skills, performance and devotion to duty so as to fulfill the set organizational goals and objectives. Training of employees enhances the performance of every organization. For instance training is needed mostly when there is reduction in sales, low employee morale, low patronage from consumers as well as turnover. In order to embrace the future, funds should be made available to human resource departments in order to carryout effective training of its workforce. Employees can be trained inside the organization without necessary sending them outside. This is called on the job training which includes job rotation and job enlargements The finding is in line with the study of Aamir, Syad, Abdul, Quasim and Shahzad (2019) that training play an important role in boosting Organizational Performance and enhance over all organization performance. This also agrees with the study of Hatice (2012) that Training can significantly influence the performance of individual employee positively. The study recommends that Training should be done on collaborative decision making and problem solving, geared towards decentralization. Employees should be trained

according to the present content of the environment. The reason is that training implies acquiring knowledge to fill the gap between what is known and what should be known

References

1. Abbas, Z. (2014). Identification of factors and their impact on employees' training and organizational performance in Pakistan. *Kasbit Journal of Management & Social Science*, 7(1): 93-109.
2. Adekola, B (2012). Impact of organizational commitment on job satisfaction: a study of employees at Nigerian universities. *International journal of human resource studies*. 12 (2) 56-78
3. Adeyemi, I. I., Isaac, O. A., & Olufemi, A. S. (2017). Strategic management; A policy to enhance Sustainable business development in small and medium scale enterprises in Nigeria. *Archives of Business Research*, 5 (9), 108-118.
4. Agarwal, R., Audretsch, D., & Sarkar, M. (2010). The process of creative construction: Knowledge spillovers, entrepreneurship and economic growth. *Strategic Entrepreneurship Journal*, 1(2), 263-286.
5. Amodu, A., Okeke, C. O., & Nwangwu, J. C. (2023). Job redesign and employee productivity on vegetable oil firms in Anambra State, Nigeria. *International Journal of Business and Economics*, 8(5), 62-81.
6. Aremu, M.A. & Adeyemi, S.L. (2011). Small and medium scale enterprises as a survival strategy for employment generation in Nigeria. *Journal of Sustainable Development*, 4(1), 200-206.
7. Cole, G. A. (2002). *Personnel and human resource management*. 5th Edn., Continuum London: York Publishers.
8. Dapend, Y., Jin, C., & Sonting, P. (2016). *A process study of strategic entrepreneurship: The advantage for upcoming businesses*. New York: Heinemann.
9. Dost MB, Ahmed DZ (2011). Impact of employee commitment on organizational. *J. Bus. Manage. Rev.* 1:26-38.
10. Goodfaith N. D., Anetoh, J.C, Obiezekwem, C.J & Eboh, S.O (2021). Organisational Justice and Employee Performance of Government Owned Polytechnics in Anambra State of Nigeria. *Journal of Business and African Economy Vol. 7 No. 1*
11. Igbaekemen G O. & Idowu O. A.(2014). Impact of organizational commitment on employees productivity: a case study of Nigeria Brewery, plc. *International Journal of Research in Business Management* 2 (9) 107-122
12. Ikyanyon, D.I & Agber, I.A (2020). Examining the effect of employee commitment on organizational performance: evidence from a cement manufacturing company in Nigeria. *European Scientific Journal*. 16 (7) 78-92

13. Jacobs, C. J. and Arinze, E. S. (2021) *Effect of team work on organizational performance: A Study of Cosharis Rice Mill Igbariam*. *African Journal of Business and Economic Development* 1(10) (October, 2021), 74-82
14. Kenya? *Prime Journal of Social Science (PJSS)*, 2(6): 350-359. www.primejournal.org.
15. Latham, G. P. (2003). *Goal setting: A five-step approach to behavior change*. *Journal of Organizational Dynamics*, 32(3), 309-318.
16. Obiakor, U. J., Okeke, C. O., Udodiugwu, M. I., & Obiakor, J. N. (2023). *Job enrichment and organizational citizenship behaviour of brewing firms in South East, Nigeria*. *International Journal of Advanced Academic Research*, 9(11), 49-66.
17. Ogunlana, E. K.A., Oshinaike, A.B. & Ibrahim, R.O.(2018). *Causal relationship between organizational commitment and job satisfaction of library and information professionals:a canonical correlation analysis*
18. Olawoye, O. O. (2016). *Commodity based sovereign wealth funds: An alternative path to economic development (Doctoral dissertation)*. University of Missouri-Kansas City.
19. Oyeniyi, K. O, Adeyemi M..A & Olaoye B.O (2017). *Organizational commitment and employee's job performance: evidence from nigerian hospitality industry*. *International Journal of Innovative Psychology & Social Development* 5(3):15-22,
20. Salaman, G., Storey, J & Billsberry, J. (2005). *Strategic human resource management: Theory and practice*. 2nd Edition. Boston: Sage Publications Ltd.
21. Saleem, Q., Shahid, M. and Naseem, A. (2011). *Degree of influence of training and development on employees' behavior*. *International Journal of Computing and Business Research*: 1-13.
22. Salim M., Bakhit A. Z. & Mohamad, N.A (2017). *The influence of organizational commitment on omani public employees' work performance*. *International Review of Management and Marketing*. 7(2), 151-160
23. Shahida P (2019). *Exploring the impact of organizational commitment on employees performance*. *journal of business and management*, 22 (12) 47-67
24. Tamunomiebi, M. D. (2019). *Organizational climate and employee commitment of telecommunication companies in port harcourt, Nigeria*. *International Journal of Economics and Business Management* 5 (12) 11-28
25. Yalcin, S., Akan, D., & Yildirim, I. (2021). *Investigation of the organizational commitment and psychological well-being levels of academicians*. *International Journal of Research in Education and Science (IJRES)*, 7(2), 525-544.