



doi 10.5281/zenodo.7871554

Vol. 06 Issue 02 Feb - 2023

Manuscript ID: #0840

JOB CHARACTERISTICS AND EMPLOYEE COMMITMENT OF MANUFACTURING COMPANIES IN RIVERS STATE

¹Wegwu, Macaulay Enyindah and ¹Princewill, Sunny Joshua

Department of Management, Faculty of Management Sciences, University of Port Harcourt, Nigeria

Corresponding author: * Wegwu, Macaulay Enyindah
Email:

ABSTRACT

This study investigated the relationship between job characteristics and employee commitment of manufacturing companies in Rivers State. It was hypothesized that job characteristics (skill variety and task significance) does not have significant relationship with employee commitment (affective- and continuance commitment). Data was collected through cross-sectional survey from 75 employees and analysed to generate descriptive outputs, with the aid of the Statistical Package for Social Sciences (SPSS) version 25. Moreover, four hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. Results suggested that job characteristics (skill variety and task significance) are strongly amplify employee commitment (affective- and continuance commitment). It was recommended that manufacturing companies should ensure their employees have a number of complex skills in order to apply the skills as the jobs are multi tasked. Manufacturing companies should ensure every employee finishes his/her job at hand before attending to another since their jobs are an integral part of the organisation and always aim at getting the attention of co-workers.

KEYWORDS

Job Characteristics, Skill Variety, Task Significance, Employee Commitment, Affective Commitment, Continuance Commitment.



INTRODUCTION

There have been growing interests in the study of employee commitment among researchers over the decades. Why and how employees become emotionally committed to their organisation has been an enduring question. Avalanche of scholars have indicated that employee commitment is a possible prognosticator of various behaviors and outcomes such as turnover (Pepple et al., 2021), job satisfaction (Akhtar et al., 2015), organisational performance (Udu&Ameh, 2016) and absenteeism (Somer, 1995).Meyer and Allen (1997), have laid grounds for better understanding of employee commitment as it is now generally recognized that a committed workforce is a powerful driving force for organisational success.

Employee commitment has received a big attention from many researchers over the years. Researchers have argued opposite opinion regarding employee commitment, for example, Becker (1960) found that the employee commitment is referred to the theory of “Side-bet”, while Porter et al., (1982) found that employee commitment is referred to the theory of “exchange”. Porter et al. (1974) defined organisation commitment as the amount of feeling and emotion the individuals have toward their organisation. Reichers (1985) argued that employee commitment is the level of employees’ involvement within the organisation. Kohli and Jaworski (1990) found that the committed employees are the employees that cooperate with each other to achieve organisation common goals.Thus, employee commitment is an important in assessing employee’s overall contribution of the employee to the organisation.

Employees that speak positively about their organisations and those that feel a sense of belonging are also those that remain loyal and will concern themselves with productivity in their roles. It is these types of employees that organisations should strive to have because organisation cannot perform at peak levels unless each employee is committed to the organisation’s objectives. Hence, it is important to understand the concept of commitment and its feasible outcome.

The following can be inferred from the many definitions of employee commitment provided above: Employee commitment (affective-, continuance-, and normative commitment) that were introduced by Allen and Meyer (1990) has to do with an employee's fondness for an organisation, conviction in its goals and objectives, and making an effort to achieve those goals by continuing to be a part of that organisation. However, for this study, employee commitment is a combination of affective- and continuance commitment.

Affective commitment, like other aspects of commitment, has attracted research attentions.According to Othman and Abdullah (2016), affective commitment refers to the experience of being recognised as an individual within the organisation and included within.The employees who have a strong commitment to their organisations maintain their positions because they need the job (Abdullah & Othman, 2021).Affective commitment is an important component of commitment which helps to achieveorganisational success. Employees with low affective commitment may not perform their job passionately, while doing their job; they may not be highly focused on the realization of the success of that organisation.

Anwar and Abdullah (2021) postulated that continuance commitment is an individual's awareness of the cost to leave the organisation. The individuals who stay inside of their organization with a solid continuance commitment are there in light of the fact that they require it. Continuance commitment reflects financial binds to the organization taking into account the expenses connected with leaving the organization (Aziz, 2021). A lack of alternative employment prospects will result in

continuance commitment in addition to the cost associated with quitting the organisation. Employees who are committed to staying with the organisation permanently do so out of necessity.

Job characteristics are a set of environmental variables that are widely thought to be important causes of employee job affection and behavior (Hackman & Oldham, 1976). Specifically, they are aspects inclined to a job, such as knowledge and skills, mental and physical demands, and working conditions that can be recognized, defined, and assessed. According to Greenberger and Strasser (1986), job characteristics are the extent that a job is structured to provide regular feedback as well as a sense of task completion, and for employees to monitor their own behavior and gain an increased sense of personal control. Silvia et al. (2014) defined job characteristics as the nature and duties which include responsibilities, types of tasks, and the level of satisfaction obtained from the work itself. These characteristics are believed to have impacts on employee's productivity, motivation, satisfaction and commitment. The higher these core characteristics in a job, employees are expected to see the job to be more meaningful, able to stimulate greater feelings of responsibility, able to provide clear cues to the employees about the work quality and have a higher intrinsic value of the job. As a result, job characteristics allows the employee to work innovatively and accordingly because of the expansion of role and responsibility (Obi-Nwosu, Chiamaka, & Tochukwu, 2013). Furthermore, for this study, job characteristics is bifurcated into skill variety and task significance (Khalil, 2017).

Hackman and Oldham (1974) opined that skill variety is the degree to which the job requires an individual to apply different skills to perform a variety of different activities. Skill variety are related to feelings of belonging and a sense of attachment to the organisation (Meyer & Allen, 1991). According to Wambui (2018), skill variety helps to retain skillful employees as long as their skills are utilized while performing their work. Thus, one way an employee may develop a sense of competency is via working in a job that requires high skill variety (Hackman & Oldham, 1975). Skill variety provides the extent to which employees will have the opportunity to use a variety of skills in performing their job.

Hackman and Oldham (1974) submitted that task significance is the degree to which the job has a substantial impact on the lives or work of other individuals, whether those individuals are within the organisation or outside the business community. Task significance helps employees to be focused on their jobs, get the attention of co-workers and seen as an integral part of the organisation's work schedule (Wambui 2018).

A growing body of empirical study has examined the factors which seem to affect the commitment of employees in an organisation (Allen & Meyer, 2003) and job characteristics is one of them (Steers & Spencer, 1997). Agarwal and Ramaswami (1993) argued that organisational commitment can be increased by improving the dimensions of job characteristics such as skill variety, task identity, task significance, autonomy and feedback. Studies revealed that employees who rate their job higher with respect to the core characteristics of the job are more committed towards their organisation and satisfied with their respective jobs (Konya, Matic & Pavlovic, 2016).

Organisation fail to understand why some employees are not committed despite having implemented various practices to motivate and retain them. In the absence of commitment, organisation may suffer several consequences such as low productivity, high rate of absenteeism and high rate of staff turnover that could negatively affect its existence and continuity. Unfortunately, in a country like Nigeria, not only does employee commitment seem to be a misplaced priority, but in a pitiable and despised state, especially in the manufacturing companies where productivity is the top priority.

As a result of increased level of automation in manufacturing companies, task are well-defined and work procedures are standardized and there is low level of skill variety, task significance and lack of opportunity for creativity and innovation. Though the increase of productivity may be achieved in a short-run but sooner or later, this will eventually lead to boredom. Employees will come to work dreading the boring routine of mundane tasks. When employees are given the opportunity to work on tasks which are more closely aligned to their interest or skills, they will be looking forward to this new challenge and no longer committed to their previous jobs.

In all, it seems that manufacturing companies in Rivers State are not deploying the requisite job characteristics mechanisms that will create a surge in employee commitment. It is in the light of this, the study intends to fill the gap in knowledge by focusing on the relationship between job characteristics and employee commitment of manufacturing companies in Rivers state.

LITERATURE REVIEW

Job Characteristics

Job characteristics refer to a set of environmental variables that are widely thought to be important causes of employee job affection and behavior (Hackman & Oldham, 1976). They are aspects specific to a job, such as knowledge and skills, mental and physical demands, and working conditions that can be recognized, defined, and assessed that are important causes of employee behavior. According to Tamalero et al. (2012) job characteristic is expressed as attributes of employee duties and include a number of responsibilities, various tasks, and the extent to which the job has characteristics that can make employees feel satisfied. Silvia et al., (2014) defined job characteristics as the nature and duties which include responsibilities, types of tasks, and the level of satisfaction obtained from the work itself. Meanwhile, Robbins and Judge (2017) mentioned that job characteristic is an approach in designing work that shows how jobs are described into five core dimensions, namely skill diversity, task identity, task meaning, autonomy, and feedback. As a result, job characteristics allows the employee to work innovatively and accordingly because of the expansion of role and responsibility (Obi-Nwosu, Chiamaka, & Tochukwu, 2013).

Skill variety as defined by Hackman and Oldham (1974) is the degree to which the job requires an individual to use a number of different skills and talents to perform a variety of different activities. Skill variety display the extent to which employees will have the opportunity to use a variety of skills in performing their job. Skill variety are related to feelings of belonging and a sense of attachment to the organisation (Meyer & Allen, 1991).

Hackman and Oldham (1974) defined task significance as the degree to which the job has a substantial impact on the lives or work of other individuals, whether those individuals are in the organisation or not. It also refers to the extent which employees see their tasks as contributing to the success of the organisation. A job is more meaningful if it is important to other individuals for some reason. Employees are expected to maintain their membership with the organisation if they feel higher levels of personal importance, self-achievement and task significance that their organisational role are likely to bring them.

Employee Commitment

Reichers (1985) opined that employee commitment is the level of employees' involvement within the organisation. Kohli and Jaworski (1990) found that the committed employees are the employees that cooperate with each other to achieve organisational goals. Ongori (2007) posits that employee commitment is an effective response to the whole organisation and the extent of attachment

employees feel towards the organisation. Employee commitment is the extent to which the employee feels devoted to the organisation (Akintayo, 2010). Bansal, Mendelson, and Sharma (2001), measured organisational commitment according to the goals achieved by the employees, which means that if the employees are committed to their organisation, they should have a desire to achieve the organisation’s goals, mission, and objectives. In a similar view, Herold et. al (2008) and Yousef (2000) argued that organisational commitment is the attitude of the employees after the changes that occur in the organization. To be more specific, they mean the level of acceptance of the change and whether the employees are open to the changes that occur in the organisation from time to time. From this perspective, employee’s commitment is the most important factor that the organisations need when they want to do some changes (Meyer, 2007).

Affective commitment represents the employee’s emotional attachment to the organisation. According to Meyer and Allen (1997), affective commitment is “the employee’s emotional attachment to, identification with, and involvement in the organization”. Employees, who are committed to an organisation on an affective basis, continue working for the organisation because they want to bond with the same organisation (Meyer & Allen, 1997). Affective committed employees remain with the organisation because they view their relationship with the organisation as corresponding to the goals and values of the organisation (Beck & Wilson, 2000). Affective commitment is an important component of commitment which aids organisational success. Employees with low affective commitment may not perform their job passionately, while doing their job; they may not be highly focused on the realization of the success of that organization (Akintayo, 2010).

Continuance commitment is defined by Meyer and Allen (1997) as “awareness of the costs associated with leaving the organisation”. It is calculative in nature because of the individual’s perception or weighing of costs and risks associated with leaving the current organisation (Meyer & Allen, 1997). Furthermore, Meyer and Allen (1997) submitted that “employees whose primary link to the organisation is based on continuance commitment remain because they need to do so”. Continuance commitment can be regarded as an instrumental attachment to the organisation, where the employee's association with the organisation is based on an assessment of economic benefits gained (Beck & Wilson, 2000). Employees develop commitment for an organisation because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organisation’s goals and values (Andrew, 2017).

Conceptual framework of the study

Based on the foregoing, a conceptual framework is developed as shown below

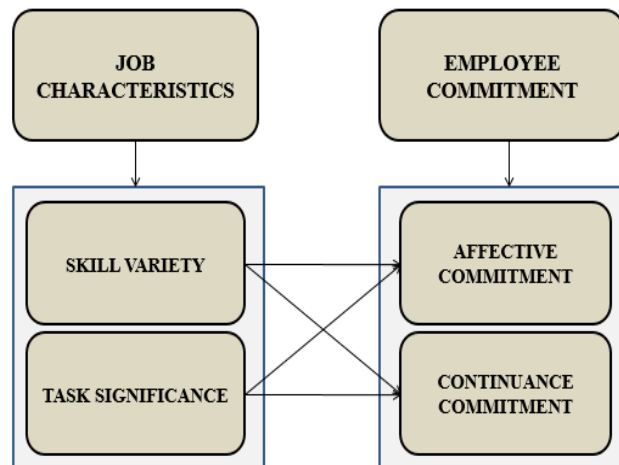


Figure 1: Conceptual Framework.

Source: Job Characteristics (Skill Variety and Task Significance) - (Khalil, 2017). Employee Commitment (Meyer & Allen, 1990).

The following hypotheses are formulated for this study.

- H₀₁:** There is no significant relationship between skill variety and affective commitment of manufacturing firms in Rivers State.
- H₀₂:** There is no significant relationship between skill variety and continuance commitment of manufacturing firms in Rivers State.
- H₀₃:** There is no significant relationship between task significance and affective commitment of manufacturing firms in Rivers State.
- H₀₄:** There is no significant relationship between task significance and continuance commitment of manufacturing firms in Rivers State.

THEORETICAL REVIEW

The Job Characteristics Model (JCM)

An important view on factors affecting jobs is provided by Hackman and Oldham (1976) in the job characteristics model. Hackman and Oldham's framework distinguished five key components of a job that are useful in making jobs more satisfying for staff. According to them, the crucial elements of employments are specifically; skill variety, task identity, task significance, autonomy and feedback. In this study, the Job Characteristics model developed by Hackman and Oldham (1976) is used to investigate the relationship between job characteristics and organisational commitment. Hackman and Oldham (1976) who had defined job characteristics comprehensively argued that employee's intrinsic work motivation (motivation from the work itself), work effectiveness and value of a job will be enhanced with five core dimensions in the job, that is, skill variety, task significance, task identity, task autonomy and feedback. These characteristics are believed to have impacts on employee's productivity, motivation, commitment and satisfaction. The higher these core characteristics in a job, employees are expected to see the job to be more meaningful, able to stimulate greater feelings of responsibility, and have a higher intrinsic value of the job. Researchers who have attempted to examine the relationship between job characteristics and different variables such as organisational commitment found out that all the job characteristics variables had statistically significant correlation with employee commitment (Allen & Meyer, 1996).

This model will be very useful in the study as it contains and explains the dimensions of the independent variable (Job Characteristics) in the study, which are skill variety and task significance.

Social Exchange Theory (SET)

The social exchange theory (SET) is among the most influential theories for understanding workplace behavior (Cropanzano & Mitchell, 2005). Social exchange is based on trusting others to reciprocate. Human beings in social situations choose behavior that maximizes their likelihood of meeting self-interests. Concept of social exchange has been used by organisational researchers to explain the motivational basis behind employee behaviors and the formation of positive employee attitudes (Blau, 1964). One of the basic tenets of the social exchange theory is that relationships evolve over time into trusting, loyal, and mutual commitment (Cropanzano & Mitchell, 2005). According to the social exchange theory, employees perceiving that the organisation is committed to them will feel obligated to reciprocate the organisation's support with voluntary contributions that benefit the organisation (Organ & Konovsky, 1990). In other words, when one party treats another well, the reciprocity norm obliges the return of favourable treatment (Gouldner, 1960). Further, building on the norm of reciprocity, it is suggested that employees who perceive a high level of organisational support are more likely to feel an obligation to "repay" the organisation in terms of affective commitment and work-related behavior (Eisenberger et al., 1986). That is, employees seek a balance in their exchange

relationships with organisations and supervisors by having attitudes and behaviors that commensurate with the degree of organisation’s commitment to them as individuals (Wayne et al., 1997). The social exchange theory is a useful model in advancing studies on employee commitment due to its focus on the reciprocal relationship between employer and employees, which may increase commitment; hence it was used as the anchor theory for the study.

Methodology

Population and Data Collection

This study adopts a cross sectional survey design, which was deemed appropriate for the study because the study subjects were not under the control of the researchers. The target population comprises 110 employees of 48 registered manufacturing companies, from records of the Manufacturing Association of Nigeria (MAN) in Rivers State. The Krejcie and Morgan table was used to determine the sample size which amounted to 80employees of seven (7) selected manufacturing companies which is used as the accessible population. In keeping with this decision, 80 copies of the questionnaire were distributed. However, only 75 copies were retrieved and considered usable for the analysis. The simple random sampling technique was adopted. The reason is that it will allow every member of the population to have an equal chance to be selected. It will also allow the researcher to draw conclusions for the entire population. The data collection sources were the primary and secondary data sources, collected from the respondents through a structured questionnaire. The questionnaire comprises sections A-C. Section A contains five (5) items pertaining to the demographic details of the respondents (e.g. gender, age, marital status). Section B comprises six (6) items on the dimensions of job characteristics, while section C contains six (6) items on the measures of employee commitment.

Data Analysis Techniques

In order to empirically evaluate the relationship between the independent and dependent variables of this study (including their components), the Spearman’s Rank Order Correlation Coefficient was employed, with the aid of the Statistical Package for Social Sciences (SPSS) version 25.

RESULTS AND DISCUSSION

Hypothesis One:

H₀₁: There is no significant relationship between skill variety and affective commitment of manufacturing firms in Rivers State.

Table 4.6: Correlation between Skill Variety and Affective Commitment

		Skill Variety	Affective Commitment
Skill Variety	Correlation coefficient	1.000	.724**
	Sig.		.000
	N	75	75
Affective Commitment	Correlation coefficient	.724**	1.000
	Sig.	.000	
	N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows the result of the relationship between skill variety and affective commitment. The result reveals a strong positive correlation between skill variety and affective commitment with $\rho = .724$, $n = 75$, $p < .01$. This result shows a strong, positive and significant relationship between the two variables. Thus, the null hypothesis was rejected.

Hypothesis Two:

H₀₂: There is no significant relationship between skill variety and continuance commitment of manufacturing firms in Rivers State.

Table 4.6: Correlation between Skill Variety and Continuance Commitment

			Skill Variety	Continuance Commitment
Spearman's rho	Skill Variety	Correlation coefficient	1.000	.677**
		Sig.		.000
		N	75	75
	Continuance Commitment	Correlation coefficient	.677**	1.000
		Sig.	.000	
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows the result of the relationship between skill variety and continuance commitment. The result reveals a strong positive correlation between skill variety and continuance commitment with $\rho = .677$, $n = 75$, $p < .01$. This result shows a strong, positive and significant relationship between the two variables. Thus, the null hypothesis was rejected.

Hypothesis Three:

H₀₃: There is no significant relationship between task significance and affective commitment of manufacturing firms in Rivers State.

Table 4.6: Correlation between Skill Variety and Continuance Commitment

			Task Significance	Affective Commitment
Spearman's rho	Skill Variety	Correlation coefficient	1.000	.597**
		Sig.		.000
		N	75	75
	Affective Commitment	Correlation coefficient	.5977**	1.000
		Sig.	.000	
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows the result of the relationship between task significance and affective commitment. The result reveals a strong positive correlation between task significance and affective with $\rho = .597$, $n = 75$, $p < .01$. This result shows a strong, positive and significant relationship between the two variables. Thus, the null hypothesis was rejected.

Hypothesis Four:

H₀₄: There is no significant relationship between task significance and continuance commitment of manufacturing firms in Rivers State.

Table 4.6: Correlation between Task Significance and Continuance Commitment

		Task Significance	Continuance Commitment
Spearman’s rho	Task Significance	Correlation coefficient	1.000
		Sig.	.814**
		N	75
	Continuance Commitment	Correlation coefficient	.814**
		Sig.	1.000
		N	75

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows the result of the relationship between task significance and continuance commitment. The result reveals a strong positive correlation between task significance and continuance commitment with rho = .814, n = 75, p < .01. This result shows a strong, positive and significant relationship between the two variables. Thus, the null hypothesis was rejected.

Conclusion, Recommendations and Limitations of the Study

It was concluded that job characteristics (skill variety and task significance) have significant relationship with employee commitment (affective- and continuance commitment). Specifically, the study found a strong, positive and significant relationship between the two variables.

Based on the summary of findings and conclusions made above, the following recommendations were put forward to assist the manufacturing companies in Rivers State to achieve optimal employee commitment:

Firstly, manufacturing companies should ensure their employees have a number of complex skills in order to apply the skills as the jobs are multi tasked. Secondly, manufacturing companies should ensure every employee finishes his/her job at hand before attending to another since their jobs are an integral part of the organisation and always aim at getting the attention of co-workers.

Furthermore, this study is not without limitations. They exist due to the following reasons:

Firstly, sample size: the sample size studied in this research might constitute a limitation since the data was collected and analysis conducted for only seven selected manufacturing companies. Secondly, sub-sector: the data set contains manufacturing firms in Rivers State and excluded firms from other sectors such as banks and telecommunication. It cannot be guaranteed that the same findings will be reached if the study is conducted in these sectors. Thus, making it limited in depth of construct. Finally, geographical spread. Since the study limited its research to Rivers State, it is not possible to compare the results with other manufacturing firms in other states.

References

- Abdullah, N. N., & Othman, M. B. (2021). Investigating the limitations of integrated tasks on youth entrepreneurship in Kurdistan Region. *Путеводитель предпринимателя*, 14(2), 179-190.
- Agarwal, S., & Ramaswami, S. (1993). Marketing controls and employee responses: The moderating role of task characteristics. *Journal of the Academy of Marketing Science*, 21(4), 293-306.
- Akhtar, R., Boustani, L., Tsivrikos, D., & Chamorro-Premuzie, T. (2015). The engageable personality: personality and trait as predictors of work engagement. *Personality and Individual Differences*, 73(1), 44-49.
- Akintayo, D. I. (2010). Work-family conflict and organisation commitment amongst industrial workers in Nigeria. *Journal of Psychology and Counselling*, 2(1), 93-104.
- Allen, N. J., & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of Occupational Psychology*, 63(1), 1-18.
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252-276.
- Andrew, A. (2017). Employees' commitment and its impact on organizational performance. *Asian Journal of Economics, Business and Accounting*, 5(2), 1-13.
- Anwar, G., & Abdullah, N. N. (2021). The impact of human resource management practice on organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5(1), 35-47.
- Aziz, H. M. et al. (2021). Employee commitment: The relationship between employee commitment and job satisfaction. *Journal of Humanities and Education Development (JHED)*, 3(3), 54-56.
- Bansal, H.S.; Mendelson, M.B., & Sharma, B. (2001). The impact of internal marketing activities on external marketing outcomes. *Journal of Quality Management*. DOI: 10.1016/S1084-8568(01)00029-3
- Beck, K., & Wilson, C. (2000). Development of affective organizational commitment: A cross-sequential examination of change with tenure. *Journal of Vocational Behavior*, 56, 114-136.
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 6(5), 32-42.
- Blau, P.M. (1964). *Exchange and power in social life*. John Wiley.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: an interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organisational support. *Journal of Applied Psychology*, 71(3), 975-991.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161-178.
- Greenberger, D.B., & Strasser, S. (1986). Development and application of a model of personal control in organizations. *Academy of Management Review*, 11, 164-177.
- Hackman, J.R., & Oldham, G.R. (1974). *The job diagnostic survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects (Technical Report No. 4)*. New Haven, CT:

- Yale University. (U.S. Department of Commerce, National Technical Information Service Document No. AD-779 828).
- Hackman, J.R., & Oldham, G.R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170.
- Hackman, J. R., & Oldham, G. R. 1976. Motivation through the design of work: test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279.
- Herold, D. M., Fedor, D. B., Caldwell, S., & Liu, Y. (2008). The effects of transformational and change leadership on employees commitment to a change: a multilevel study. *Journal of Applied Psychology*, 93(2), 346-357.
- Khalil, A. H. (2017). Effects of job characteristics on employee satisfaction in the public radio stations in Syria. *International Journal of Academic Research in Business and Social Sciences*, 7(9), 294-304.
- Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: the construct, research propositions and managerial implications. *The Journal of Marketing*, 54(2), 1-18.
- Konya, V., Matic, D., & Pavlovic, J. (2016). The influence of demographics, job characteristics and characteristics of organisations on employee commitment. *Acta Polytechnica Hungarica*, 13(3), 119-138.
- Meyer, J.P., & Allen, N.J. (1991). A three component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage.
- Obi-Nwosu, H., Joe-Akuune, C. O., & Oguegbe, T. M. (2013). Job characteristics as predictors of organisation commitment among private workers in Anambra State. *International Journal of Asian Social Science*, 3(2), 482-491.
- Ongori, H. (2007). A review of the literature on employee turnover. *African Journal of Business Management*, 49-54.
- Organ, D.W., & Konovsky, M. (1990). Cognitive versus affective determinants of organisational citizenship behavior. *Journal of Applied Psychology*, 74(1), 157-164.
- Othman, M., & Abdullah, N. N. (2016). The conceptual assessment of malaysian entrepreneurship environment and EO economic contribution. *Journal of Resources Development and Management*, 20, 15-20.
- Pepple, D. G., Akinsowon, P., & Oyelere, M. (2021). Employee commitment and turnover intention: perspectives from the Nigerian public sector. *Public Organisation Review*, 20(1), 113-128.
- Reichers, A. (1985). A review and reconceptualization of organisational commitment. *The Academy of Management Review*, 10(3), 465-476.
- Robbins, S. P., & Judge, T. A. (2017). *Organisational behaviour (17th Edition)*. Pearson Education.
- Silvia, P. J., Beaty, R. E., Nusbaum, E. C., Eddington, K. M., Levin-Aspenson, H., & Kwapil Silvia, T. R. (2014). Everyday creativity in daily life: An experience-sampling study of "little c" creativity. *Psychology of Aesthetics, Creativity, and the Arts*, 8(2), 183-188.
- Sommers, M. J. (1995). Organisational commitment, turnover and absenteeism: an examination of direct and interaction effects. *Journal of Organisational Behaviour*, 16(1), 49-58.

- Steers, R. M., & Spencer, D. G. (1997). The role of achievement motivation in job design. *Journal of Applied Psychology*, 62(4), 472-479.
- Tamelerio, D. B., Caldwell, S. & Herold, D. M. (2012). The effects of organisational changes on employee commitment: a multilevel investigation. *Personnel Psychology*, 59(1), 1-19.
- Udu, A. A., & Ameh A. A. (2016). Effects of employee commitment on organisational performance in the banking industry: evidence from first bank zonal office. *Journal of Business Administration*, 6(1), 1-7.
- Wambui, N. E. (2018). *Job characteristics and performance of employees among private equity firms in Nairobi City County, Kenya*. A Thesis Submitted to the School of Business in Partial Fulfilment of the Requirement for the Award of Degree of Master of Science in Human Resource Management of Kenyatta University.
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organisational support and leader-member exchange: a social exchange perspective. *Academy of Management Journal*, 40(1), 82-111.
- Yousef, D. A. (2000). Organisational commitment and job satisfaction as predictors of attitudes towards organisational change in a non-western setting. *Personnel Review*, 29(3), 67-592.