ORGANISATIONAL DIFFERENCES IN EMPLOYEES' JOB COMMITMENT AND ITS RELATIONSHIP WITH LEADERSHIP STYLES AND JOB SATISFACTION IN NIGERIA

KENKU, A.A[1]
akeemkenku@yahoo.com

OJIJI, O .O[1]
ochinyao@yahoo.com

&
ISHOLA, A.A[2]
ajibola_ishola@yahoo.co.uk

[1]Department of Psychology,
Faculty of Social Sciences,
Nasarawa State University, Keffi, Nigeria.
[2]Department of Psychology,
University of Ibadan.

ABSTRACT
This study examined the differences in the relationship between leadership styles, employees' job-related factors and organizational commitment in some selected public and private organisations in Nigeria. A survey of four hundred and fifty-seven (457) employees of private and public sector organisations offering financial services was undertaken using a structured self-report questionnaire. One hundred and eighty-four 184(40.3%) of the respondents were from private organizations and two hundred and seventy-three 273 (59.7%) were from public organizations. The age of the respondents ranged from 22 to 54years with a mean age of 35.77years and standard deviation of 12.76 years. There were 259 (56.7%) males and females 198(43.3%). Data was analysed using Pearson Product Moment Correlation analysis (PPMC) and t-test for independence measure. The result demonstrated that there were significant positive relationships between transformational leadership style [r = .14], transactional leadership style [r = .10], job satisfaction [r = .42], and organizational commitment. Employees in private organization significantly reported more organizational commitment than employees in public organization t [455] = 4.08, P<.05. Pattern of Leadership styles- job satisfaction and organisational commitment relationship was similar for both affective and continuance dimensions organisationational commitment, however only job satisfaction was associated normative commitment in public organisations (r = .18, p<.05). In contrast transformational (r = .18, p<.05), transformational (r = .16, p<.05) leadership styles and job satisfaction (r = .45, p<.05) were significant correlates of normative commitment in private organisations. The findings in the study were discussed in the light of emerging literature on leadership, job-related factors, commitment and organizational research.

INTRODUCTION

The understanding of factors which reduces workers commitment to their organizations is central to the issue of organisation effectiveness. Njoku, Ebeh, and Mbaeri, (2017) noted that one of the most important problem confronting organisations in Nigeria in many years to come is how to increase employees' commitment, in both public and private organisations. This is important as many private organisations have folded up or are in recession, experiencing high employee turnover rates. More so, many government establishments are in different state of comatose, stagnant and unproductive which may be partly due to low levels of commitment among its workforce. Factors responsible for low job commitment have come under the scrutiny of researchers for more than a decade in Nigeria after it has been linked to low employees' performance, low organisational productivity, high employees' turnover rates, unethical work practices and non-stable organisation environment (Gbadamosi, 2003; Morakinyo, 2010; Okpara, 2004; Omolayo & Owolabi, 2007; Salami, 2008). In achieving organisational goals, organizational commitment is a part of a larger cluster of constructs essential for effectiveness, growth, stability and performance for any organization to survive in today's world. Therefore, the need to build and maintain organizational commitment is recognized as crucial for effective performance of any establishment in the twenty-first century.

Previous studies have identified the antecedents of organisational commitment to include; remuneration (Omolayo & Owolabi, 2007), dispositional characteristics and socio-demographic factors (Salami, 2008), organisation structure (Ardrey, Pecotich, & Ungar, 2001), human resources practice, communication climate, job satisfaction, leadership behaviour, and extra role-behaviour (Gbadamosi, 2003) in cross-sectional studies. Nevertheless, their evidences have been mixed about organizational commitment especially for the public and private organizations in Nigeria. Irrespective of these studies, the problems of low job commitment are still prevalent in both public and private organisations in Nigeria (Morakinyo , 2010). Also, organisational commitment among Nigerian employees is lower

compared to employees in developed countries (Okpara, 2004). Looking at these antecedents, some studies have identified the influence of some organisation variables specific (Morakinyo, 2010). Morakinyo (2010) maintained that human resources activities leading to organisational commitment can be moderated by type of organization through leadership-motivation and structural factors personnel policies. Effective leadership styles have been prescribed for improving organizational productivity through organizational commitment (Abdul, Ausnain, & Munawar, 2012).. A study has identified and concluded that both transformational and transactional leadership styles play functional role in organizational commitment outcome (Abdul, Ausnain, & Munawar, 2012). This study singles out the role of leadership styles, job satisfaction as less explored antecedents of organisational commitment in the Nigerian organizations. However, its differential effectiveness still needs further investigation in the public organizations compared to private organizations in Nigeria. It is therefore, an imperative to compare the contributions of transactional and transformational leadership styles to the exhibition of organizational commitment in public and private organizations in the present study.

Four decades ago, job satisfaction-organisational commitment has been considered as an indispensible, a causal antecedent of organizational commitment which its role must be explained while presenting array of antecedents (Mohammed & Elesweed, 2013). However, the study held that job satisfaction and its components as well as its impact or influences are not consistent over time as human nature and organizational dynamics plays a turbulent role in its dynamics. This necessitates its inclusion and preponderance in ongoing research. In line with global direction, numerous empirical studies among scholars (especially those from personnel management and productivity), previous empirical findings as far as public private differences in organizational commitment are concerned, have been inconclusive (Kipkebut, 2010; Njoku et al., 2017). This necessitates the investigation whether differential levels of organisation commitment exist among public and private organizations and also ascertain if differential relationship exists between organisational commitment and leadership styles and job satisfaction in these organizations. The objectives of this study include:

1. Assess the relationship between leadership styles, job satisfaction, organizational citizenship behavior and organizational commitment
2. Comparison employees in public and private sector organizations on organizational commitment
3. A comparison of relationship between leadership styles, job satisfaction and the dimension of organisational commitment in public and private organizations in Nigeria

Literature review

Tella et al. (2007) explains organizational commitment as a mental state that ties the individual to the institution, a strong wish to remain a member of a specific organization, a person readiness to struggle a high level of efforts and a strong trust and acceptance of, the principles and goals of the institution. Umerie (2010) described organizational commitment as the psychological attachment felt by the person for organization which reflects the degree to which the individual internalize characteristics and perspectives of the organization. Given this, one can argue that organisational commitment is an attitude about an employee's loyalty to his organization and is an ongoing process through which organisational participants express their concern for the organization as well as its continued success and wellbeing.

According to Meyer and Allen (1991) there are three-components of organisational commitment which are: affective commitment which involves the employee's emotional attachment to, identification with, and involvement in the organization. Continuance commitment which involves commitment based on the costs that the employee associates with leaving the organization and, normative commitment which involves the employee's feelings of obligation to stay with the organization. Organizational commitment is very important to organisational outcomes such as high job performance, increased effectiveness, decreased in labour turnover, higher job motivation, higher organizational citizenship behavior (Tarigan & Ariani, 2015).

Available studies have compared employees' commitment of service organisations particularly private and public sectors. Previous study like Chovwen and Ogunsakin (2013) demonstrated that employees in private sector exhibits more work performance behaviour in their organisation than public servants. High commitment behaviour was assumed to be prevalent in the private sector due to the exceptional differences in organizational climate and human resource management. They deplored the common practice of non-chalant attitudes and lack of innovative human resource management in government ministries and parastatals. Goulet and Frank (2002) demonstrated that there were significant differences in the job commitment of employees in public, non-profit, and for profit as the lowest levels of organisational commitment were displayed among the civil servants. These differences were linked to differences in remuneration and benefits accruing to the employees. Njoku, Ebeh, & Mbaeri, (2017) also reported that there was a significant difference in employees' organizational commitment due to personality traits. In conclusion, Kipkebut, (2010) found that human resource practices was significant determinants of differences between a public and private universities workers in Kenya in terms of normative and continuance commitment.

METHOD

Research Design
The research approach adopted in this study is a cross-sectional survey research design method.

Participants
Participants for this study consisted of employees selected from private and public service organizations located in Abuja, Nigeria. There were 259 males (56.7%), 198 females (43.3%), out of which 184 (40.3%) were drawn from private organisations and 273 (59.7%) were drawn from public sectors organization. Specifically, the participants were selected in their respective branches located in the Abuja Federal Capital territory, Nigeria. (i) Public organisations- Federal Inland Revenue service, Central Bank of Nigeria, (ii) Private organization- United Bank for Africa (UBA), and Crusader Insurance plc. These organisations are considered simply because they are human service organization and there natures of work are different. The employees job tenure ranged from 1-35 years with a mean tenure of 14.36 years (*SD*= 5.17).

Table 1: Descriptive Statistics showing the demographic characteristics of respondents

Variables	N	Percentage (%)	Mean	SD
Organization type				
Private	184	40.3	61.36	9.14
Public	273	59.7	57.96	8.49
Age				
20-39	223	48.8	59.87	9.02
40above	234	51.2	58.81	8.78
Gender				
Male	259	56.7	58.62	8.62
Female	198	43.3	60.26	9.21
Marital status				
Single	124	27.1	59.16	9.41
Married	330	72.2	59.45	8.74
Divorced	3	.7	53.00	0.00
Years of experience				
1-4 years	124	27.1	60.25	9.12
5-9 years	111	24.3	60.41	8.76
10-14 years	112	24.5	58.09	8.36
15-19 years	34	7.4	58.82	9.49
20 years and above	76	16.6	58.30	9.14
Educational qualification				
Diploma	118	25.8	61.93	7.65
Degree	177	38.7	59.49	9.73
Professional	57	12.5	60.21	9.15
Master	64	14.0	55.16	7.20
PhD	14	3.1	56.79	8.25
Others	27	5.9	56.26	7.55

Table 1 shows the demographic characteristics of the respondent, based on organization type 184(40.3%) were in private organization while 273(59.7%) were in public organization.As such, on age 223(48.8%) belong to age group of 20-39 years while 234(51.2%) were 40 years and above. On gender, larger proportion of the respondent were male while 198(43.3%) were female. As regards marital status, 124(27.1%) were single, 330(72.2%) were married and 3(0.7%) were divorced. For years of experience, 124(27.1%) had 1-4 years of experience, 111(24.3%) had 5-9 years of experience, 112(24.5%) had 10-14 years of experience, 34(7.4%) had 15-19 years of experience and 76(16.6%) had 20 years and above working experience. Finally, on educational qualification, 118(25.8%) acquired diploma certificate, 177(38.7%) possessed degree certificate, 57(12.5%) acquired professional certificate, 64(14%) were masters holder, 14(3.1%) bagged Ph.D certificate and 27(5.9%) had other certificates.

Research Instrument

The main instrument used for this study was a structured questionnaires scale. The socio-demographic characteristics captured in the study include age, gender, education qualification, marital status and year of experience/tenure.

Organizational commitment was measured the scale by Meyer, Allen and Smith (1993). Allen and Meyer (1990) conceptualized commitment into three categories: (a) emotional or affective attachment, (b) perceived costs of leaving the organization or continuance, and (c) obligation or normative commitment. Each subscale or dimensions of commitment was measured with six items. All sub-scales employ a five – point likert scale, ranging from strongly disagree (1) to strongly agree (5). The Cronbach alpha value for this scale was reported to have 0.69; for the present study, the researcher reported Cronbach reliability co-efficient of 0.70. A sample items on the scale is "It would be very hard for me leave my department right now, even if I wanted to" . The items were stated positively, except for items 2, 4, 8, 10, 12, and 14 which were noted internally as reversed scored items. High scores on the scale indicate high commitment, while low scores reflect low commitment. The multi-factor leadership questionnaires (MLQ) adapted from Avolio and Bass (1990) were used to measures transformational and transaction leadership styles for this study on the basis of 5 point Likert format, ranging from '' 1-not at all to 5-frequently''. The questionnaires comprised of 27 items in all, 18 questions were to measure the transformational leadership style and the rest 9 questions were to measure the transactional leadership with a slight change in the arrangement. A sample items on the scale for transformational leadership are: ''I let others work in the manner that they want'' Sample items for transactional leadership style are: ''I keep track of all mistakes'', and I provide recognition/rewards when others reach their goals''. The reliability coefficient for transformational leadership style was found to be 0.83 and for transactional leadership style it was 0.65.

The job satisfaction was measured based on a 20-items scale validated and developed by Weiss, Dawis, England, and Lofquist(1967) to assess employees levels of job satisfaction. The MSQ assessed the level of job satisfaction in characteristics associated with the task itself (intrinsic satisfaction), in non-task characteristics of the job (extrinsic satisfaction) and in overall job satisfaction (total satisfaction). Employees/, respondent responses were taken on the basis of five-point Likert scale where 1 = very dissatisfied to 5 = very satisfied. Sample item on the instrument are: ''the working condition'', ''the way my colleagues get along with each other'', ''the feeling of accomplishment I get from the job'', and my pay and the amount of work I do''. The Cronbach's alpha value for this scale was 0.68. For the present study, the researcher reported Cronbach reliability co-efficient of 0.85.Scores above the mean indicates high satisfaction, scores below the mean score indicates low satisfaction.

Procedure

Prior to questionnaires distribution/administration, consultations were held with the head of human resources units and departments of each of the organisations to describe the study and motive of the research study. After the researcher have confidently sought for participants consent to participate in the study, distribution of questionnaire was carried out at the workplace to the employees that pick 'yes' in the initial balloting used for the study. The participants were informed that they should rate the items on the instrument that best describes their opinions on each instrument/questionnaire. Research participants were guaranteed absolute confidentiality of the information given which was used solely for the purpose of which the study aims to achieve. Six hundred (600) questionnaires were administered; five hundred and fifty (550) was recovered. However, after thorough screening of the questionnaire, only four hundred and fifty-seven (457) questionnaires were properly filled and utilized for the study, which gave a response rate of 76.2%.

Data analysis

Following the design of the study and the nature of scale, the statistical techniques that were used include means, standard deviations, t-test for independence and Pearson moment correlation test at 0.05 level of significance.

RESULTS

The first objective was to assess the overall relationship among leadership styles, job satisfaction and organizational commitment in the selected Public and Private orgnisations. This objective was tested using Pearson Product Moment Correlation and the summary of result presented in Table 1.

Table 2: Pearson Product Moment Correlation showing the relationship between Transformational, Transactional leadership style, Job satisfaction, and Organizational Commitment

Variables	Mean	SD	1	2	3	4
1. Organizational commitment	59.33	8.90	-			
2.Transformational leadership style	69.48	10.70	.14**	-		
3. Transactional leadership style	32.22	5.64	.10*	.58**	-	

4. Job satisfaction	72.59	10.70	.42**	.37**	.19**	-

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

Results indicated that there was significant positive relationship between transformational leadership style(r = .14, p<.01), transactional leadership style (r = .10, p<.05), job satisfaction(r = .42, p<.01) and organizational commitment indicating that increase in transformational leadership style, transactional leadership style and job satisfaction was significantly relate to increase in organizational commitment.

In the second objective comparison between employees in private sector and public organizations on organizational commitment was carried out using t-test for independent samples and the results are presented in Table 3.

Table 3: Summary of t-test analysis showing difference in Organizational Commitment between employees in private and public organizations.

D.V	Organization	N	Mean	S.D	Df	t	P
Organizational commitment	Private	184	61.36	9.14	455	4.08	<0.05
	Public	273	57.96	8.49			

Results showed that employees in private organization (*M* = 61.36, *S.D*= 9.14) significantly reported higher scores on organizational commitment compare to employees in public organization(*M* = 57.96, *S.D* = 8.49). Employees in private organization significantly reported more organizational commitment (*t* (455) = 4.08, p<.01) than employees in public organization. This implies that type of organization significantly influence organizational commitment.

The third objective was the comparison of relationship between leadership styles, job satisfaction and the dimension of organisational commitment in some selected public and private organizations was explored using zero-order correlation and the result presented in Table 4.

Table 4: Zero-order correlation showing the relationship between Transformational, transactional leadership styles and dimension of organizational commitment

Variables	Mean	SD	Public			Mean	SD	Private		
			1	2	3			1	2	3
Affective commitment	19.75	4.088	-			20.98	4.18	-		
TFL	68.71	11.52	.23**	-		70.62	8.41	.23*	-	
TSL	32.01	5.64	.04	.64**	-	32.53	5.63	.13	.46**	-
Job satisfaction	71.86	10.14	.40**	.35**	.20**	73.68	11.43	.40**	.41**	.16*
1. Continuance commitment	12.25	2.88	-			12.92	2.91	-		
TFL	68.71	11.52	-.08	-		70.62	8.41	.02	-	
TSL	32.01	5.64	.05	.64**	-	32.53	5.63	-.07	.46**	-
Job satisfaction	71.86	10.14	25**	35**	20**	73.68	11.43	.20**	.41**	.16*
1 Normative commitment	12.91	3.14	-			13.91	3.14	-		
TFL	68.71	11.52	-.07	-		70.62	8.41	.18*	-	
TSL	32.01	5.64	.00	.64**	-	32.53	5.63	.16*	.46**	-
Job satisfaction	71.86	10.14	18**	35**	20**	73.68	11.43	.45**	41**	16*

Note: TFL: Transformational leadership style, TSL: Transactional leadership style
**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

Results revealed that transformational leadership style (r = .23, p<.05), job satisfaction (r = .40, p<.05) were significant correlates of affective commitment among civil servant in public organizations. Likewise transformational leadership style (r = .23, p<.05), job satisfaction (r = .40, p<.05) and affective commitment among employees of private organizations. Only job satisfaction was associated with continuance commitment among civil servant (r = .25, *p*<.05) and employees in private (r = .20, p<.05) organizations. However for normative commitment, the result that

shows only job satisfaction was associated normative commitment (r = .18, *p*<.05) in public organizations. In contrast transformational (r = .18, *p*<.05), transformational (r = .16, p<.05) leadership styles and job satisfaction (r = .45, *p*<.05) were significant correlates of normative commitment in private organization.

DISCUSSION

This study was designed to investigate the relationship between leadership styles, employees' job-related factors and organizational commitment in Nigeria. Relationship between leadership styles, job satisfaction, and organizational commitment in Nigeria was confirmed. Leaders' exhibition of transformational and transactional leadership styles and increasing job satisfaction was associated with employees' organizational commitment. This finding support Kouze and Poser (2002) who demonstrated that leadership style was significant predictor of employees' job related attitude. The finding also agrees with the position of Abdul et al.(2012) which concluded that both transformational and transactional leadership styles play functional role in organizational commitment outcome. The finding is also consistent with the findings of Bushra, Usman, and Naveed (2011) which demonstrated that job satisfaction and transformational leadership style were positive predictors of job commitment.

The second objective which assesses the differentials in organization commitment between employees in private and public sector organizations was supported. The findings revealed that the respondents from the private organisations were more committed to their jobs than respondents from public organisations. More so, this result corroborates the assertion of Akintayo (2008), Bar-on and Parker (2000), and Chovwen and Ogunsakin (2013), that positive job outcome is assumed to be prevalent in the private sector because of the inherent differences in terms of climate, policies and practices. In contrast to the result of this finding, Boyne (2002) concludes that the low level of the commitment in the public sector may be due to more flexible personnel practices in the sector. In essence, organizational commitment (normative) is more visible among workers in private organisations more than in public sector.

In the third objectives the study did not find differences trend in the leadership styles relationship and continuance and affective commitment. However for normative commitment, result demonstrated that job satisfaction was the only variable associated with normative commitment in public organizations while in contrast transformational and transactional leadership styles and job satisfaction were significantly associated with commitment in private organization. In conclusion, Kipkebut, (2010) found that human resource practices was significant determinants of differences between a public and private universities workers in Kenya in terms of normative and continuance commitment.

CONCLUSION RECOMMENDATIONS

The objective of the research work is to examine the relationship between leadership styles and employees' commitment. Various research designs were used to investigate the relationship between these variables. The findings have indicated that transformational, transactional leadership styles, job satisfaction, were able to predict or bring in organisational commitment. In essence, this study represents the theoretical and empirical research regarding leadership styles and organizational commitment in the public and private sectors. As such, there have been very few empirical researches on organizational commitment in Nigeria. Inevitably, this study has contributed to the growing body of research on antecedents to leaderships and organizational commitment by examining the two important leadership styles and its impact on organizational commitment. It is believed that this study have added value to the literatures on supervisors''/managers' leadership styles and organizational commitment, particularly in the Nigerian settings since there were limited literatures done on similar setting. On this note, the current study concluded that leadership styles and employees' job-related phenomena were significant in influencing expression of employees' organizational commitment in both public and private organization in Nigeria.

Finally, a limitation of this study is its use of a convenient cross-sectional sample. Although generalization of results of this study is limited by its scope, the study is nonetheless a major contribution to existing literature on the extent of relationship between leadership styles, job- related factors and organizational commitment in Nigeria. However, one major limitation of the study is the use of self-report measure to obtain information for the study, while this allows for ease of information generation, it limits the inclusion other salient factors that could have enhance the understanding of employees' organizational commitment. Another limitation of this study has to with the sample size of 457 participants. Increasing the sample size substantially in a future study will not only ensure wider spread of the behavioural domain studied but also the external validity of the findings. Based on the results of the study, the following recommendations are offered for practical applications: Managers should apply the mix of both transformational and transactional styles of leadership, but with due consideration to the situation and nature of work assigned. Also, this study should be replicated using same type of organisations but different commitment measures. Since the limitation of the study therefore relied on only organisation located in Abuja. Larger domain of study would certainly be needed to throw more light on the studied variables.

REFERENCES

Abdul, Q. C., Ausnain, J., & Manawar, S. (2012). The impact of transformational and transactional leadership styles in the motivation of employees in Pakistan. *Pakistan Economic and Social Review, 50* (2), 223-231.

Agwu, M.O. (2013). Organisational culture and employees' performance in the national agency for food and drugs administration and control in Nigeria.*Global Journal of Management and Business Research, 14* (2), 2249-4588.

Akintayo, D.I. (2008). Work-family role conflict and organisational commitment among industrial workers in Nigeria.*Journal of Psychology and Counselling, 2* (1), 1-8

Allen, N.J., & Meyer, J.P. (1990). Affective, continuance and normative commitment to the organisation: An examination of construct validity. *Journal of Vocational Behaviour*, *49*,

Ardrey, W.J., Pecotich, A.J., & Ungar, E. (2001) Structure, Commitment and Strategic Action for AsianTransitional Nations Financial Systems in Crisis. *International Journal of Bank Marketing,* 19(1),18-36.

Avolio, B. J., & Bass, B. M. (1988).Transformational leadership, charisma, and beyond.*Emerging leadership vitas*. Lexington, MA: Lexington Books.

Bar-on, R. & Parker, J.D. (2000).*The handbook of emotional intelligence: theory of development, assessment and application at home, school and workplace*. San Franscisco, CA:Josseey-Bass.

Avolio, B. J. & Bass, B. M. (1990).*Transformational leadership development: Manual for MLQ.* Palo Alto: Consulting Psychologist Press.

Boyne, G. A. (2002). Public and private management: What's the difference? J*ournal of Management Studies, 39*, 97–122.

Chovwen, C., &Ogunsakin, A. (2013).Determinants of organisational citizenship behaviour among employees of public and private organisations.*An International Multi-disciplinary Journal of Ethiopia, 7* (2), 161-174.

Gbadamosi, G. (2003). *HRM and the commitment rhetoric*: Challenges for Africa Management Decision, *41*(3), 274-280.

Goulet, L. R., & Frank, M. L. (2002). Organizational commitment across three sectors: Public, non-profit, and for-profit. *Public Personnel Management, 31*, 201–210.

Kipkebut, D. J. (2010). Organisational commitment and job satisfaction in higher educational institutions: The Kenyan case. Published PhD Thesis, Middlesex University.

Lyon, F. & Sepulveda, L. (2006). Mapping social enterprises: past approaches, challenges and future directions, *Journal* of s*ocial enterprise, 5* (1), 83-94.

Meyer, J. P., & Allen, N. J. (1993). A three-component conceptualization of organizational commitment: Some methodological considerations. *Human Resource Management Review, 1,* 61-98*.*

Meyer, J.P., & Allen, N.J. (1991).A three-component conceptualization of organizational commitment.*Human Resources Management Review, 1,* 61-89.

Meyer, J.P., Allen N.J., & Smith, C.A. (1993)."Commitment to organizations and occupations: extension and test of threecomponentconceptualization," *Journal of* Applied *Psychology,* 78, 538-51.

Mohammad, F., and Elesweed, M. (2013), Job Satisfaction and Organizational Commitment: A Correlational Study in Bahrain. *International Journal of Business, Humanities and Technology*, 3(5).

Morakinyo, A.R. (2010). Job-related factors, leadership, motivation and career commitment in a Nigeria College of Education. *Pakistan Journal of Business and Economic Review, 1* (1), 41-58.

Njoku, E.C., Ebeh, R.E., & Mbaeri, S.O. (2017).Personality traits as predictors of organizational commitment among public and private sector employees in Enugu, Nigeria.*British Journal of Psychology Research*. 5, (2) 9-23.

Okpara, J.O. (2004). "*Job satisfaction and organizational commitment: Are there differences between American and Nigerian managers employed in the US MNCs in Nigeria*?. A seminar paper presented at the Academy of Business and Administrative Sciences (ABAS) International Conference in Montreux, Switzerland.

Omolayo, B., & Owolabi, A.B. (2007) Monetary rewards: A predictor of employee's commitment to medium scale organiztions in Nigeria. *Bangladesh e-journal of Sociology, 4* (1), 42-48.

Salami, S.O. (2008).Demographic and psychological factors predicting organisational commitment among industrial workers.*Anthropologist, 10* (1), 31-38.

Tarigan, V.J., & Ariami, D.W. (2015). Empirical study relations job satisfaction, organisational commitment and turnover. *Advances in Management and Applied Economics, 5* (2), 21-42*.*

Tella, A., Ayeni, C.O., &Popoola, S.O. (2007). Work motivation, job satisfaction and organisational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. *Library Philosophy and Practice*, 9(2),1-16.

Weiss, D.J., Dawis, R. V., England, G.W., &Lofquist, L.H (1967). Manual for the minnesota satisfaction questionnaire. Minneapolis in University of Minnesota.